



**Executive Board of the
United Nations Entity
for Gender Equality and the
Empowerment of Women**

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Strategic plan

**Progress made on the United Nations Entity for Gender
Equality and the Empowerment of Women strategic plan,
2011-2013, including operational activities in 2013**

Report of the Under-Secretary-General/Executive Director

Summary

The progress report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on the strategic plan, 2011-2013, is presented for consideration to the Executive Board, in accordance with paragraph 9 of its decision 2011/3, of 30 June 2011, and includes a report on operational activities in 2013, as requested by the Board in its decision 2014/1 of 20 January 2014.

The Executive Board may wish to welcome and endorse the report.

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I. Introduction

1. The objective of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) since its establishment has been to build upon the foundations of its predecessor entities in order to create an organization that truly reflects the ambition of the General Assembly, the aspirations of civil society and the demands and expectations of women and girls, boys and men, around the world. While doing so, it has achieved results that respond to the imperative for and urgency of the struggle for gender equality.
2. In 2013, the Entity demonstrated its ability to achieve results to advance gender equality. Milestones during 2013 included the arrival of a new Under-Secretary-General/Executive Director and approval of a new strategic plan, 2014-2017 (UNW/2013/6); the end of a three-year establishment phase and the realization of a new regional architecture for UN-Women in the field; the successful articulation of the Entity's role in supporting progress at the normative level during the fifty-seventh session of the Commission on the Status of Women and in discussions on the post-2015 development agenda, peace and security and climate change; further consolidation of the inter-agency coordination role of UN-Women; measurable and unambiguous improvements in organizational efficiency; and important and tangible positive impacts on the lives of women and girls in some 90 countries around the world.
3. The present report is the final report on the implementation of the strategic plan, 2011-2013. It contains information on how UN-Women has responded to the recommendations of the General Assembly, in its resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The General Assembly, in that resolution, reiterated the mandate of UN-Women to lead the United Nations system on gender equality, and to leverage the potential of that system as a whole. The Assembly also expressed support for UN-Women efforts to strengthen further the links between its operational, normative and coordination roles, which are central to the Entity's unique mandate.
4. UN-Women delivered some \$133 million in country programmes in 2013, an implementation rate of 88 per cent overall of budgeted activities, reflecting the highest programme delivery since the Entity's establishment. This was made possible by significant improvements in business processes, which provided a basis throughout 2013 to focus the organization's improvement efforts increasingly from internal efficiency to normative, coordination and operational results. The results spanned all aspects of the Entity's mandate, from facilitating a successful fifty-seventh session of the Commission on the Status of Women, to leading the first reporting cycle for the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, to results at the country level, where UN-Women supported 24 countries in their incorporation of priorities and budgets on gender equality and women's empowerment into national planning instruments, 19 countries in their adoption of strengthened legislation addressing violence against women and girls, and the emergence of a new generation of gender-responsive mediation, with greater numbers of women at the negotiating table in peacebuilding contexts and acting as United Nations mediators. UN-Women also broke new ground in engaging with humanitarian organizations, from working with the Inter-Agency Standing Committee on humanitarian response, to interventions on

the ground, such as providing assistance for Syrian women and girl refugees in the Zaatari refugee camp in Jordan.

5. The new structures and ways of working established in 2012 and 2013, including major decentralization and increased capacity in the field, delivered results across all regions where UN-Women implements its programmes. In the Arab States, UN-Women promoted implementation of the conclusions of fifty-seventh session of the Commission on the Status of Women, supporting national efforts to address violence against women in Egypt and Palestine through innovations such as the "Safe Cities" programme, or working with national police forces. In Africa, UN-Women supported increases in women's representation in parliaments in various countries, including Cameroon, Kenya and Zimbabwe, and was a key partner in supporting Malawi's Gender Equality Act, which makes the rights contained in the Convention on the Elimination of All Forms of Discrimination against Women applicable in domestic courts. It supported incorporation of gender elements into Sudan's household survey for the first time, and played a leading role in establishing a quota of 35 per cent for the recruitment of women into the Burundi police force, a move aimed at helping, inter alia, to better serve Burundi's women, particularly with regard to addressing gender-based violence. In Senegal, UN-Women supported the Government in the preparation of the new nationality code, granting the same citizenship rights to women and men and correcting the injustices towards women contained in the previous law.

6. In the Americas and the Caribbean, UN-Women contributed to the achievement of significant policy changes, such as supporting 6.2 million domestic workers in Brazil to achieve legal equality in labour rights for the first time through a constitutional amendment and enabling 7,000 indigenous women in Guatemala to obtain identification cards, thereby allowing them to vote. It worked with partners to ensure that some 400,000 women survivors of violence accessed services in El Salvador, and 22,000 judicial actors were trained on combating violence against women in Argentina. In the Europe and Central Asia region, UN-Women supported changes in legislation, such as Bosnia and Herzegovina's ratification of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence; and also supported women's economic empowerment through the adoption and scaling-up, with national resources, of a "one-stop shop" model in the Republic of Moldova for the provision of services and information for women and girls in rural areas.

7. In the Asia and Pacific region, UN-Women supported the Commission on the Promotion and Protection of the Rights of Women and Children of the Association of Southeast Asian Nations (ASEAN) in implementing regional priorities on ending violence against women and children. In particular, UN-Women supported inclusive stakeholder dialogues and provided technical support in drafting the Declaration on the Elimination of Violence Against Women and Elimination of Violence Against Children in ASEAN, which was adopted by leaders at the twenty-third ASEAN summit, on 9 October 2013. In Afghanistan, joint advocacy by UN-Women with the gender equality movement helped prevent enforcement of an amendment to the Criminal Procedure Code which would have restricted family members from serving as witnesses, including in cases of domestic violence, and would therefore have undermined legal protection for women, since family members are often most likely to witness or participate in violence against women.

8. Across every region and every aspect of its mandate, UN-Women demonstrated in 2013 that while it lacks the resources to meet demand for support at country level, to the UN system, and to intergovernmental normative processes, where resources are made available its contribution to the efforts of governments and all partners is clear, impactful and relevant.

II. Normative, coordination and advocacy work and partnerships

A. Normative role

9. Gender equality, the empowerment of women and the human rights of women and girls received increased attention in intergovernmental processes in 2013, galvanized by expanded support from UN-Women, and resulting in significant improvements in the global normative framework. The fifty-seventh session of the Commission on the Status of Women was particularly critical in that it further strengthened commitments for the elimination and prevention of all forms of violence against women and girls (see E/2013/27-E/CN.6/2013/11, chap. I, sect. A). The Entity's substantive preparations for the session, including mobilization, alliance-building and technical support, including through regional platforms, were instrumental in enabling the adoption of the agreed conclusions, which now provides a strong basis for its follow-up through programmatic United Nations system coordination and partnership efforts. Information contained in this section includes reporting on priority area 6 of the strategic plan, 2011-2013.

10. The preparatory efforts by UN-Women also contributed to a conducive environment for the fifty-eighth session, held in 2014, where UN-Women contributed substantively, through advocacy and technical advice, and with evidence from its operational activities, to an outcome that represents a road map for accelerated achievement of the Millennium Development Goals for women and girls, and constitutes a strong basis for the post-2015 development agenda.

11. UN-Women also stepped up preparations for the review and appraisal of the implementation of the Beijing Declaration and Platform for Action and commemorative activities for the twentieth anniversary of the Fourth World Conference on Women. Building on resolutions of the Economic and Social Council and of the General Assembly, the Entity's activities encompass support for national preparations, collaboration with regional commissions and a comprehensive political and social mobilization strategy at the global level. UN-Women consistently stressed that the commemoration must lead to a strong political recommitment and reaccelerated implementation of gender equality commitments at all levels. The Entity effectively leveraged preparatory work for the review to identify gaps to be addressed through a stand-alone goal on gender equality and the empowerment of women in the post-2015 development agenda, together with the integration of a gender perspective and of targets and indicators into all goals.

12. Towards this end, UN-Women contributed to the proceedings of the Open Working Group of the General Assembly on Sustainable Development Goals. As part of the United Nations Technical Support Team, UN-Women has effectively presented the case for gender equality and women's empowerment both as an end in itself and as essential to sustainable development, building on the outcome of the

United Nations Conference on Sustainable Development (General Assembly 66/288, annex) where the entity played a well-recognized advocacy role. The Entity's evidence-based analysis¹ on a comprehensive, structurally transformative successor to Millennium Development Goal 3 informed considerations by Member States. These efforts resulted in progressively stronger endorsements for such a goal by the General Assembly, the Commission on the Status of Women and the Open Working Group itself.

13. UN-Women continued to support Member States through reports of the Secretary-General and with substantive expertise and support in the elaboration of resolutions during the sixty-eighth session of the General Assembly. This helped in achieving critical progress and in further strengthening the normative frameworks on such issues as: women in development (General Assembly resolution 68/227); violence against women migrant workers (resolution 68/137); improvement of the situation of women in rural areas (resolution 68/139); and on the follow-up to the Fourth World Conference on Women (resolution 68/140). UN-Women also provided technical support on gender equality issues and the use of gender-specific language in a range of resolutions, resulting in a higher number of resolutions incorporating gender perspectives.

14. The organization strengthened support to the Economic and Social Council on mainstreaming of gender perspectives into policies and programmes of the United Nations system, including in the Council's report on the topic (E/2013/71). The ministerial declaration adopted at the high-level segment of the Council, at its substantive session of 2013, on "Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals" was also enriched by technical inputs from UN-Women (E/HLS/2013/1).

15. Building on the decision on gender balance adopted by the eighteenth meeting of the Conference of the Parties to the United Nations Framework Convention on Climate Change (see FCCC/CP/2012/8/Add.3, decision 23/CP.18), UN-Women advanced the gender perspective at the nineteenth meeting of the Conference of the Parties, working with partners, including the Mary Robinson Foundation — Climate Justice, to support implementation. UN-Women also played its role as a global advocate on women's rights in the high-level meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities: the way forward, a disability-inclusive agenda towards 2015 and beyond, where the outcome document recognized the importance of a gender perspective (General Assembly resolution 68/3); and the fifth Tokyo International Conference on African Development, held in June 2013, where gender equality and women's full participation in and for Africa's development was highlighted.

16. Important advances were also made in the normative agenda on women's leadership and participation in peace and security processes. UN-Women played a key role in the work of the Security Council. On the basis of the report of the Secretary-General on the issue of women and peace and security (S/2013/525), the Security Council called for stronger actions to engage women in peace processes

¹ Available from www.unwomen.org/~media/Headquarters/Attachments/Sections/Library/Publications/2013/10/UNWomen_post2015_positionpaper_English_final_web%20pdf.pdf.

and strengthened commitment to action on women, peace and security, as was subsequently reflected in its resolution 2122 (2013). The resolution reaffirmed gender equality and women's empowerment as "critical to efforts to maintain international peace and security", strengthening the language of resolution 1325 (2000) and building on other Council resolutions.

17. UN-Women follow-up and response to Member States in the area of women, peace and security will also be informed by general recommendation No. 30 of the Committee on the Elimination of Discrimination against Women, on women in conflict prevention, conflict and post-conflict situations (CEDAW/C/GC/30). Other normative gains include the declaration by the Peacebuilding Commission acknowledging the centrality of women's economic empowerment to effective peacebuilding (PBC/7/OC/3). The Arms Trade Treaty, adopted by the General Assembly in 2013 (see Assembly resolution 67/234 B), regulates international trade in conventional arms, and recognizes their role in acts of gender-based violence and violence against women and children. This supports the Entity's work with Member States on women's role in peace processes and strengthened reporting on efforts to engage women in conflict prevention, resolution and recovery.

B. Coordination role

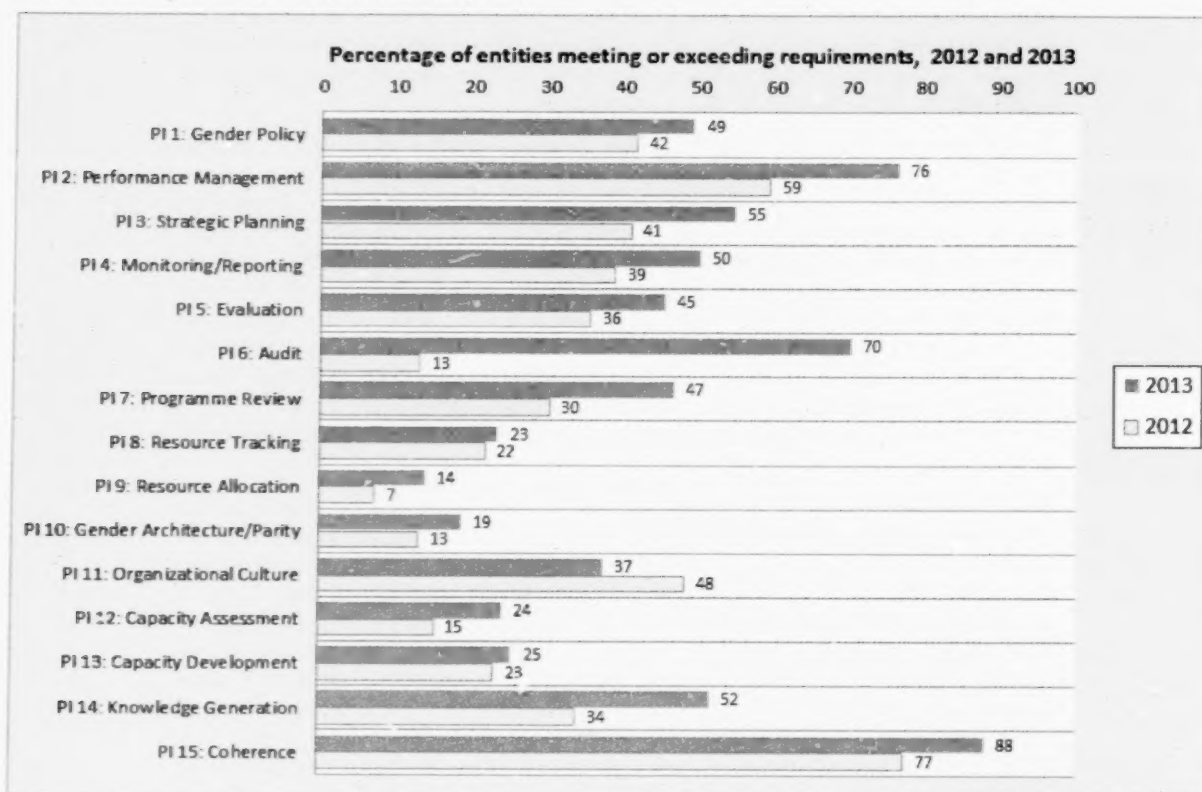
18. Promoting greater coherence and accountability in the work of the United Nations system on gender equality and the empowerment of women is central to the Entity's mandate. In 2013 UN-Women prioritized alignment between its new strategic plan, 2014-17 and the provisions of General Assembly resolution 67/226 and entered into new partnerships with United Nations entities. The quadrennial comprehensive policy review of operational activities for development is central to the Entity's approach to coordination and to strengthening system-wide delivery on gender equality and women's empowerment. Throughout 2013, UN-Women contributed to timely follow-up to the resolution through the United Nations Development Group and its various mechanisms. This included contributing to an action plan on the implementation of resolution 67/226 and participating in the inter-agency team that developed a monitoring framework to help Member States assess progress by the United Nations development system in implementing the policy review. UN-Women also leveraged the Inter-Agency Network on Women and Gender Equality to facilitate joint advocacy and a coordinated approach in the run-up to critical intergovernmental processes and negotiations, including those relating to the post-2015 development agenda and the review of the Beijing Declaration and Platform for Action.

19. Strengthening coordination of gender-responsive operational activities at the country level remains a priority. In doing so, UN-Women leveraged the links between coordination and other dimensions of the Entity's mandate, and employed established performance assessment tools used by the United Nations country teams, such as gender scorecards used in implementing the System-wide Action Plan. For example, in Kenya, UN-Women ensured that recommendations from the gender scorecard informed the development of the 2014-2018 United Nations Development Assistance Framework, and that gender expertise was deployed for development of its results matrix, resulting in strong gender indicators across the framework.

20. UN-Women prioritized ensuring the availability of technical expertise for gender-sensitive programme management. For example, in Venezuela, UN-Women and the United Nations Development Programme (UNDP) trained United Nations staff in the integration of gender equality in the United Nations Development Assistance Framework as a key programming principle. Drawing on such experience, UN-Women worked within the Task Team on Gender Equality of the United Nations Development Group to develop a roster of United Nations gender experts, who will be available to country teams in order to ensure gender-responsive operational activities and better mainstream gender into Development Assistance Frameworks. According to the annual reports of the resident coordinators for 2013, 59 Development Assistance Frameworks included an outcome on gender equality, with 94 joint initiatives (including joint gender programmes) focusing on gender equality being implemented by two or more entities.
21. UN-Women also used innovative coordination practices. For example, within the "Delivering as one" approach of the Liberia country team, UN-Women led the development of a single framework on gender (the "One Gender Framework") which captures how United Nations programmes and interventions support social change for gender equality and empowerment of women. UN-Women supported the second generation of the "Delivering as one" initiative, including through efforts of the United Nations Development Group to finalize guidance for country teams that will roll out the standard operating procedures for the initiative. UN-Women also contributed to the plan of action of the United Nations Development Group, which contains 55 measures to be undertaken at the Headquarters level for accelerating progress towards United Nations coherence and supporting the second generation of the initiative.
22. Strengthening and collaborating with the resident coordinator system is key to UN-Women efforts to coordinate gender-responsive operational activities at the country level. There are currently 91 United Nations gender theme groups supporting the work of resident coordinators and country teams, and UN-Women leads or co-leads those theme groups, where it is present, and regularly provides support through regional offices, where it is not. UN-Women is a strong supporter of the cost-sharing modality of the United Nations Development Group for the functioning of the resident coordinator system and was among the first to sign a memorandum of understanding with UNDP and transfer funds accordingly. UN-Women also placed senior gender advisers within resident coordinator offices in some countries as an alternative to full country presence, a modality which worked well and was appreciated by resident coordinators and United Nations partners. UN-Women is also enhancing its participation in joint programmes with partner agencies at the country level and participating in programmes in areas including ending violence against women, strengthening gender perspectives in national planning, advancing women's economic empowerment and promoting conflict prevention and social cohesion.
23. UN-Women led the reporting process and supported the implementation by United Nations entities of the United Nations System-Wide Action Plan on Gender Equality and Women's Empowerment to accelerate gender mainstreaming in the United Nations system, including through dedicated workshops. 55 United Nations entities, departments and offices delivered their first reports in 2013, on the basis of which UN-Women created the first baseline of the United Nations system's work on gender equality and the empowerment of women (see figure 1). The Entity also

prepared guidance on developing gender equality policies and strategies aligned with the System-wide Action Plan, and anticipates that most United Nations entities will have aligned their policies accordingly by 2017. UN-Women also led the development of measures endorsed by the Secretary-General to recruit, retain and advance more women in order to reach gender parity at all levels within the United Nations system.

Figure 1
Baseline for System-wide Action Plan indicators



Abbreviation: PI, Performance indicator.

24. UN-Women secured the endorsement by the United Nations Development Group of the gender equality marker guidance note and supported gender mainstreaming across the system by convening an expert group meeting, resulting in an issues brief on strengthening linkages between normative and operational aspects of gender mainstreaming. UN-Women also contributed to the work of the Economic and Social Council in this area, providing input for the report of the Secretary-General on mainstreaming a gender perspective into all policies and programmes in the United Nations system (E/2013/71).

25. Responding to the request of the General Assembly, in its resolution 67/226, to collect, analyse and disseminate comparable data, disaggregated by sex and age, in a regular and systematic manner, UN-Women worked with the Inter-Agency and

Expert Group on Gender Statistics in developing the set of 52 minimum gender indicators as a guide for the production and compilation of gender statistics. The indicators were endorsed by the Statistical Commission and a public data platform was developed by the United Nations Statistics Division, in collaboration with agencies, including UN-Women. In addition, following agreement on the nine core indicators on violence against women by the Statistical Commission in 2013 the Statistics Division developed guidelines on how to measure violence against women and UN-Women began work with the Division, the World Bank and the United Nations Population Fund (UNFPA) on a new programme of work to ensure that clear baselines are in place on ending violence against women in time for implementation of the post-2015 development framework.

26. In line with the recommendations of the General Assembly, in its resolution 67/226, on the integration of regional dimensions, throughout 2013 UN-Women strengthened efforts for coordination and collaboration at the regional level, including with regional commissions, and reinforced efforts at the country level through the provision of technical advice, participation in regional inter-agency teams and technical support to the implementation of gender tools in-country, including the gender scorecard. Quality assurance for the integration of gender equality in United Nations common country programming processes was also provided through the Peer Support Group of the United Nations Development Group.

27. UN-Women managed the Secretary-General's campaign "UNiTE to End Violence against Women". The campaign galvanized the work of the United Nations system and built key partnerships to end violence against women and girls. The campaign also engaged men and boys and made use of influential male leaders to amplify campaign messages. Initiated and led by the campaign's Global UNiTE Youth Network, the campaign called for the twenty-fifth of every month to be recognized as "Orange Day", whereby United Nations country offices and civil society organizations work to highlight ending violence against women and girls not only on 25 November (International Day for the Elimination of Violence against Women), but every month.

28. The Entity's contribution to the implementation of the unified budget, results and accountability framework of the Joint and Co-sponsored United Nations Programme on HIV and AIDS (UNAIDS) was approved by the Programme Coordinating Board of UNAIDS and UN-Women worked to integrate gender equality and women's rights into the joint response. As a co-sponsoring agency of UNAIDS, UN-Women supported the UNAIDS strategic framework and worked to ensure that HIV plans, policies, budgets and institutions respond to gender equality priorities.

C. Partnerships, communications, advocacy and cross-cutting approaches

29. Partnership is central to the Entity's mandate and approach to achieving results. During 2013, UN-Women expanded its partnerships in a number of new areas. Letters of agreement were concluded with three partners in the United Nations system (UNFPA, the World Food Programme (WFP) and the Office of the United Nations High Commissioner for Human Rights (OHCHR)). The agreements emphasized the importance of working together in intergovernmental and multilateral processes such as the review of the Beijing Declaration and Programme

of Action and the development of the post-2015 development agenda, and in programme countries.

30. UN-Women also entered into pro-bono agreements with two leading public relations firms. Ogilvy focused on developing the UN-Women brand identity and leadership outreach. Publicis Dallas developed an innovative online campaign in the lead-up to the review of the Beijing Declaration and Programme of Action, called "HeforShe", which focuses on engaging men as part of the movement for gender equality (further information available from <http://heforshe.org>).

31. UN-Women further enhanced its role as a trusted strategic partner for civil society in 2013. This was evident in the role that civil society played at fifty-seventh session of the Commission on the Status of Women in supporting UN-Women advocacy efforts with governments, and in civil society's support of and contribution to advocacy for a stand-alone gender equality goal in the post-2015 development agenda. UN-Women secured increased visibility and participation of women's non-governmental organizations in intergovernmental processes in 2013, including in the discussions on the post-2015 development agenda. Successful multi-stakeholder engagement was achieved through consultation and dialogue forums among Member States, women's non-governmental organizations and civil society organizations, notably during the fifty-seventh session of the Commission, the sixty-eighth session of the General Assembly and in the preparations for the fifty-eighth session of the Commission. This was widely recognized by Member States and civil society as adding value to intergovernmental policy processes.

32. The establishment of UN-Women civil society advisory groups continued in 2013 and those groups grew further into their role as partners for advocacy and greater synergies between normative, operational and coordination work. To date, 33 groups have been established (1 at the global level, 3 at the regional level, 3 at the multi-country level and 26 at the national level) and 7 more are currently being established. This also aligned UN-Women with guidance of the General Assembly, in resolution 67/226, on supporting links between national governments, the United Nations and civil society.

33. Communications and advocacy remained important in positioning the organization and furthering the objectives of the Strategic Plan, supporting UN-Women's efforts to foster a collaborative approach and build coalitions for gender equality and women's empowerment around the world. Innovative examples in 2013 included the COMMIT initiative, calling upon Member States to take concrete steps to end violence against women. This was launched ahead of the fifty-seventh session of the Commission on the Status of Women to generate momentum for the Commission's deliberations, with over 60 countries and the European Union announcing new policies and programmes, many of which UN-Women offices went on to support.

34. Communications also played a role in informing a global audience about the full spectrum of the organization's work. Outreach during the fifty-seventh session of the Commission led to dissemination of UN-Women messaging in leading media outlets in at least 50 countries and reached 28 million unique users on social media. In conducting its communications efforts, UN-Women drew on an online audience that grew from 320,000 to 880,000 social media followers and on a global media database that saw an expansion from 1,600 to over 3,100 vetted contacts globally. UN-Women also launched its website, with content in English, French and Spanish

(www.unwomen.org), attracting over 200,000 unique visitors per month. In line with the Entity's coordination mandate, WomenWatch, the online aggregation of gender-related news from across the United Nations system (www.un.org/womenwatch), attracted 175,000 unique visitors and grew its Twitter audience from 23,000 to 46,000 followers.

35. On International Women's Day 2013, the song "One Woman", recorded by more than 25 international artists with support from Microsoft, was launched, reaching a global online audience of 30 million and featuring on prime international media outlets. The multiple award-winning advertising campaign "Auto-complete Truth", designed on a pro bono basis by Mamac Ogilvy in Dubai, United Arab Emirates, contributed to global debate on women's rights, resulting in over 500 reports in leading television, print and online media globally, with 550 million media impressions and reaching an estimated 70 million users on Twitter alone. "Orange Your World in 16 Days", a campaign running from the International Day for the Elimination of Violence against Women (25 November) to Human Rights Day (10 December) was covered in 1,500 news articles and reached at least 54 million users on social media.

D. Support of normative frameworks

36. UN-Women remained guided by a human rights-based approach, focusing on addressing inequality, promoting participation and supporting mechanisms for accountability. The Entity supported implementation of the Convention on the Elimination of All Forms of Discrimination against Women, including support for capacity development on the Convention and women's human rights for government officials, gender advocates and other stakeholders. Support was provided to States parties for reporting to the Committee on the Elimination of Discrimination against Women (including to Ecuador, Liberia and Timor-Leste), in preparing for the constructive dialogue with the Committee (including to Afghanistan, Cambodia and Tajikistan), and for implementation of the Committee's concluding observations (including to Indonesia, Mexico and Samoa). Support was also provided in connection with preparation of civil society "shadow" reports (including in Cambodia, Serbia and Tajikistan), as well as for United Nations country team reports submitted to the Committee (concerning Afghanistan, Cambodia and Tajikistan). UN-Women also supported activities to promote ratification of the Convention, in South Sudan. UN-Women provided technical and other support to the Committee in its work on elaborating general recommendations.

37. UN-Women worked with mechanisms of the Human Rights Council during 2013, including the Working Group on the issue of discrimination against women in law and in practice, the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence and the Special Rapporteur on extreme poverty and human rights. The Chair of the Working Group on the issue of discrimination against women in law and in practice participated in an expert group meeting organized by UN-Women and OHCHR, which resulted in a joint publication, entitled "Realizing women's rights to land and other productive resources". UN-Women participated in the consultations of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence with women in the Africa region, in order to ensure their needs and perspectives on transitional justice were heard, and supported an expert group meeting convened by

the Special Rapporteur on extreme poverty and human rights to contribute to her report on unpaid care work and women's human rights, which was submitted to the General Assembly at its sixty-eighth session (A/68/292). UN-Women also supported the report of the Special Rapporteur on violence against women, its causes and consequences on State responsibility for eliminating violence against women (A/HRC/23/49), and her two regional consultations in Central and South-Eastern Europe and in the Pacific Islands region.

E. Knowledge-sharing and South-South cooperation

38. In 2013, through its operational, normative and coordination roles, UN-Women continued to develop its role as a broker and hub of knowledge on gender equality. At the operational level, in addition to global initiatives such as the knowledge gateway for women's economic empowerment, UN-Women developed knowledge products in at least 44 programme countries and areas² in 2013. Results include improvements in evidence-based decision-making and programming, stronger advocacy and strengthened national capacities. Internal knowledge practices were strengthened, including through policy dialogues, the sharing of good practices and the inclusion of knowledge management strategies within programming for improved learning and documenting of results and lessons.

39. In keeping with the provisions of General Assembly resolution 67/226 and in recognition of the increased importance of South-South cooperation, UN-Women continued to strengthen its efforts to support South-South and triangular cooperation. In 2013 offices reported some 100 such initiatives, including bilateral exchanges and visits, region-wide efforts and activities across regions and all focus areas. Related results included the replication of successful initiatives, the development of joint positions and tools, the elaboration of guidelines, the building of capacities, and support for the implementation and use of methodologies, such as sharing of lessons learned regarding time-use survey methodologies between Algeria, Morocco and Tunisia. In keeping with resolution 67/226, UN-Women also continued to support the promotion and transfer of new and emerging technologies to programme countries and women and girls in particular, through active participation in the Working Group on Gender of the Broadband Commission, the process leading up to the 10-year review event of the World Summit on the Information Society, held in February 2013, and through country-level programming.

F. Capacity development

40. UN-Women recognizes capacity development and national ownership of gender equality and women's empowerment strategies as essential for the achievement of agreed results and adherence to commitments and norms. To that end, and in keeping with the guidance in General Assembly resolution 67/226 on strengthening operational

² Afghanistan, Albania, Bangladesh, Bhutan, Bolivia (Plurinational State of), Bosnia and Herzegovina, Burundi, Cambodia, China, Colombia, Ecuador, Egypt, El Salvador, Ethiopia, Fiji, Georgia, Haiti, Honduras, India, Iraq, Kenya, Kyrgyzstan, Mali, Mexico, Morocco, Mozambique, Namibia, Nepal, Pakistan, Paraguay, Rwanda, Samoa, Serbia, Solomon Islands, South Sudan, the former Yugoslav Republic of Macedonia, United Republic of Tanzania, Timor-Leste, Uganda, Ukraine, Uruguay and Viet Nam, State of Palestine and British Virgin Islands.

and normative linkages for greater sustainability. UN-Women programmes continued to incorporate capacity development priorities and approaches into their work, including through supporting effective national institutions, strategies and plans. For example, in Cambodia, UN-Women worked to develop Government capacities to design and lead participatory policy processes, with a particular emphasis on developing capacity for monitoring and evaluation. As a result, for the first time, a logical framework has been included in the National Action Plan on Violence Against Women. UN-Women identified the need to enhance its own capacity to meet demand for capacity development support, and is identifying ways to do so, including through the UN-Women Training Centre in Santo Domingo.

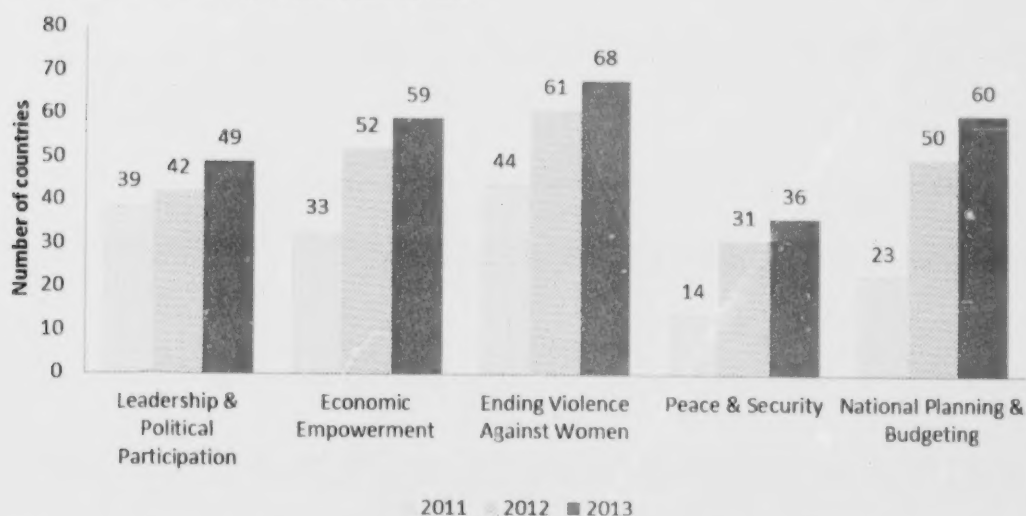
III. Programme results

A. Overview of indicator data

41. UN-Women is on track in 26 of 32 performance indicators in the strategic plan, 2011-2013, almost on track with 2 and is off track with 4. UN-Women delivered direct programme support in 96 countries in 2013. The overall support provided increased in all priority areas compared with 2012, based on reported results at the output level, with the largest areas of support focusing on ending violence against women and on national planning and budgeting and economic empowerment (see figure II).

Figure II

Output level results by country and by area



Note: Detailed information on results and expenditures is available from the 2013 UN-Women data companion, available from www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/DataCompanion-Final2013%20pdf.pdf.

B. Women's leadership and participation

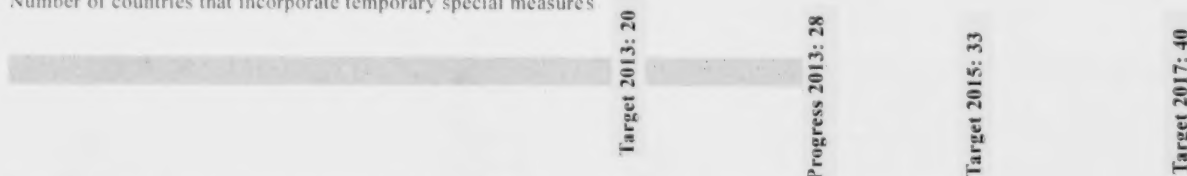
42. In 2013, UN-Women supported women's participation and leadership in 71 countries. It is on track with all targets except "number of countries that put processes in place to ensure that marginalized women have the means to vote" where only 8 countries met the target. However another 5 countries are at an advanced stage of progress (see figure III).

43. In promoting gender-responsive constitutional reforms and legal frameworks, UN-Women supported the introduction of measures and reforms to increase women's electoral and political participation and to support the enhanced capacity of parliaments and parliamentarians to deliver on gender-responsive legislative processes in 26 countries.³ It also launched a new constitutional database, the first searchable database that looks at constitutions specifically through a gender lens. In Mexico, UN-Women was part of a multi-stakeholder effort to implement the recently adopted constitutional provisions establishing gender parity in political representation at the federal and local levels. In Zimbabwe, UN-Women and partners contributed to the inclusion of women's demands in the new constitution, including provisions on family law, non-discrimination, citizenship and representation in parliament. In Morocco, the Parliamentary Women's Caucus was established with UN-Women support and technical expertise. This has resulted in more gender-responsive legislation, including in the organic budget law.

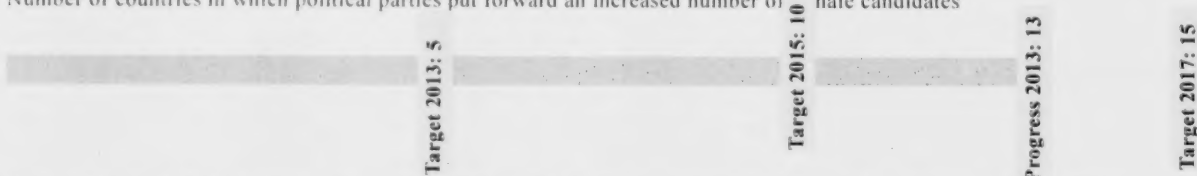
Figure III

Progress on indicators for priority area 1

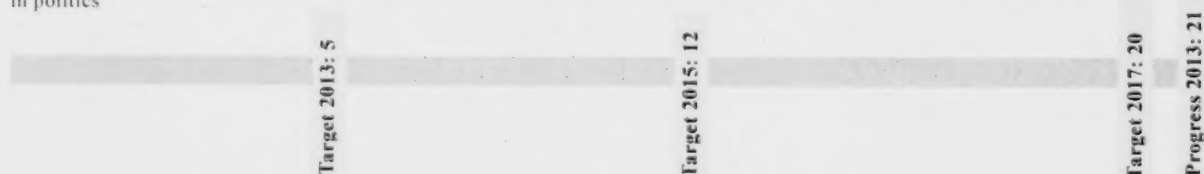
Number of countries that incorporate temporary special measures



Number of countries in which political parties put forward an increased number of female candidates

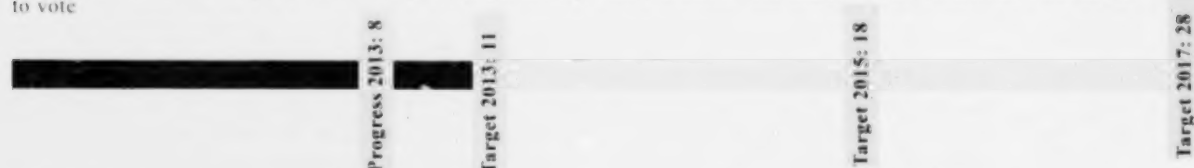


Number of countries where election management bodies establish measures to promote women's leadership and participation in politics

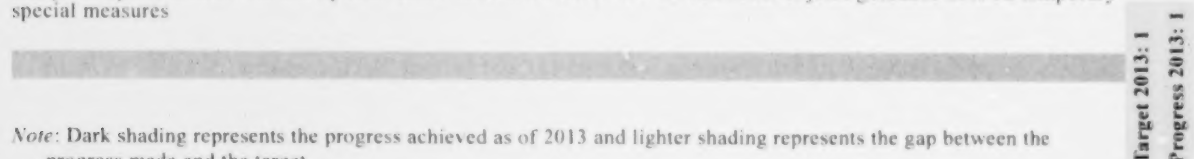


³ Afghanistan, Albania, Bangladesh, Bolivia (Plurinational State of), Bosnia and Herzegovina, Brazil, China, Colombia, Egypt, El Salvador, Guatemala, Haiti, Jordan, Kenya, Mexico, Morocco, Pakistan, Rwanda, Senegal, Sierra Leone, Thailand, Turkey, Ukraine, United Republic of Tanzania, Vanuatu and Zimbabwe.

Number of countries that put processes in place (e.g., identity cards) to ensure that marginalized women have the means to vote



Adoption by the United Nations System Chief Executives Board for Coordination of joint guidance note on temporary special measures



Note: Dark shading represents the progress achieved as of 2013 and lighter shading represents the gap between the progress made and the target.

Legend:

Off track	Number of countries that put processes in place (e.g., identity cards) to ensure that marginalized women have the means to vote
On track	- Number of countries in which political parties put forward an increased number of female candidates - Number of countries that incorporate temporary special measures - Number of countries where election management bodies establish measures to promote women's leadership and participation in politics - Adoption by the United Nations System Chief Executives Board for Coordination of joint guidance note on temporary special measures

Number of countries supported under priority area 1

Programme expenses 2013 under priority area 1

71

\$39.4 million

44. Significant results were achieved in 12 countries⁴ where UN-Women worked to advance gender equality in national electoral processes. UN-Women engagement involved support for gender-responsive electoral administration; capacity development of women as candidates and/or voters; and the promotion of gender-responsive voter registration and outreach. In Cameroon, UN-Women supported multi-stakeholders' efforts to integrate a gender equality perspective into electoral management and enhanced the capacities of aspiring women candidates, resulting in more gender-responsive electoral processes. The country saw an unprecedented increase of women in elected positions, with women taking 31 per cent of seats in the National Assembly. In Pakistan, UN-Women, working with partners, supported the Election Commission of Pakistan and the National Database and Registration Authority to adopt gender mainstreaming strategies, which included gender-responsive electoral management frameworks, guidance and provisions for collecting and reporting data disaggregated by gender. This directly contributed to a 38 per cent increase in the number of registered women voters, and subsequently, increased voter turnout among women in the 2013 general elections.

⁴ Albania, Bangladesh, Bolivia (Plurinational State of), Cameroon, Democratic Republic of the Congo, Egypt, Kenya, Malawi, Mali, Mexico, Nigeria and Pakistan.

Fund for Gender Equality

The Fund for Gender Equality directly supports women-led civil society organizations and governmental agencies working on programmes that politically and economically empower women and girls. Through the Fund's competitive grant-making, UN-Women links directly to gender advocates and supports high-quality, relevant and sustainable programmes on the ground. In the past four years, the Fund has delivered \$56.4 million to 96 grantee programmes in 72 countries. As a result, many women have experienced improvements in their living and work conditions, gained professional skills and economic opportunities and become elected leaders.

In 2013 the Fund's grantees achieved major results. For example, the All-China Women's Federation secured revisions to local electoral protocols for Hunan province, requiring village elections to include female candidates and women's participation in the management of village committees, thereby benefiting 27,500 women. In India, PRADAN in partnership with JAGORI supported the participation of 33,804 women from marginalized communities in local meeting spaces and supported 137 members of self-help groups in the Karanjia district of Orissa to run for 127 open seats, 88 of which (69%) were won by women. In Zimbabwe's Zambezi valley, more than 650 Binga women gained knowledge and skills to manufacture traditional crafts and baobab products and access to the kapenta fishing market through the Basilwizi Trust. These women in rural areas and from minority communities are now building on previous initiatives and forming their own self-help loan-savings groups, which enhance their access to just and sustainable financial resources.

45. UN-Women developed the capacities of women and gender equality advocates to organize themselves as a political constituency through knowledge generation, training and convening dialogue spaces, in 34 countries and areas.⁵ For example, in Cambodia, in the lead up to the National Assembly elections in 2013, UN-Women supported the establishment of young women's cross-party political network, bringing together young female leaders to network and implement joint advocacy to increase young women's participation in politics.

C. Increased access for women to economic empowerment opportunities

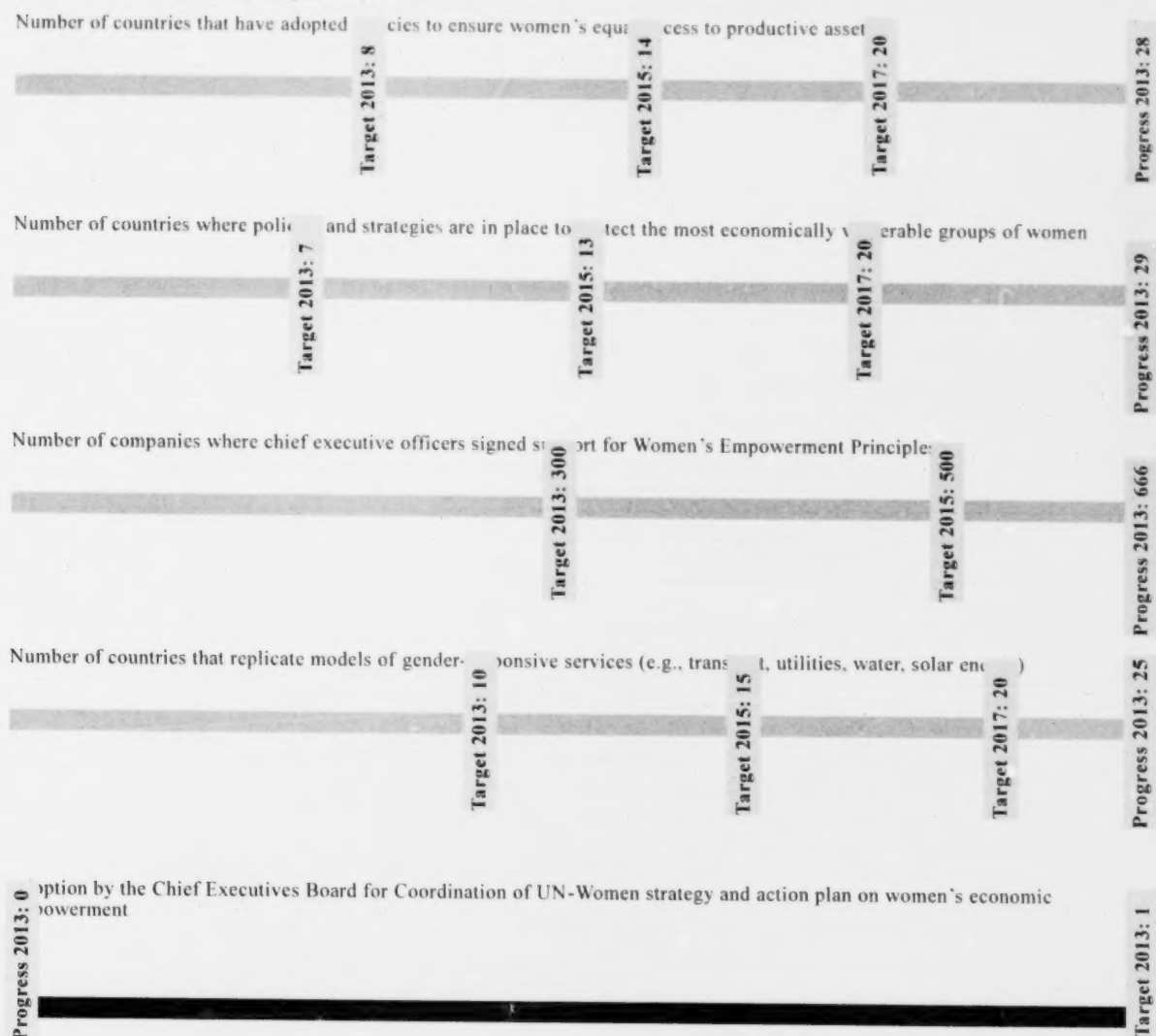
46. In 2013, UN-Women supported women's economic empowerment in 67 countries. It continued its efforts to protect the most economically vulnerable

⁵ Albania, Bangladesh, Bolivia (Plurinational State of), Bosnia and Herzegovina, Cabo Verde, Cambodia, Cameroon, Colombia, Ecuador, Egypt, El Salvador, Fiji, Guinea-Bissau, Honduras, India, Jamaica, Jordan, Kenya, Mali, Moldova, Morocco, Namibia, Nepal, Rwanda, Somalia, Solomon Islands, Sudan, the former Yugoslav Republic of Macedonia, Timor-Leste, Tunisia, United Republic of Tanzania, Uruguay and Vanuatu, and State of Palestine.

groups of women by supporting partners in enhancing policies and implementing strategies in 17 countries⁶ (see figure IV).

Figure IV

Progress on indicators for priority area 2



⁶ In respect of equal access to productive assets: Albania, Bangladesh, Bolivia (Plurinational State of), Brazil, Ecuador, Jordan, Kyrgyzstan, Mexico, Morocco, Republic of Moldova, Rwanda, South Sudan and Timor-Leste. In respect of reforms for the most vulnerable: Cambodia, Grenada, Nigeria and United Republic of Tanzania.

Extent to which initiatives in the Global Migration Group Plan of Action and outcomes of the Global Forum on Migration and Development on empowering women migrant workers integrate a gender equality and empowerment of women perspective on migration

Progress 2013: 100%
Target 2013: 100%

Legend:

Off track	Adoption by the Chief Executives Board for Coordination of UN-Women strategy and action plan on women's economic empowerment
On track	- Number of countries that have adopted policies to ensure women's equal access to productive assets - Number of countries where policies and strategies are in place to protect the most economically vulnerable groups of women - Number of companies where chief executive officers signed support for Women's Empowerment Principles - Number of countries that replicate models of gender-responsive services (e.g., transport, utilities, water, solar energy) - Extent to which initiatives in the Global Migration Group Plan of Action and outcomes of the Global Forum on Migration and Development on empowering women migrant workers integrate a gender equality and empowerment of women perspective on migration

Number of countries supported under priority area 2

Programme expense 2013 under priority area 2

67

\$37.4 million

47. In 2013, UN-Women moved to prioritize poverty eradication in line with its strategic vision in the area of women's economic empowerment and the quadrennial comprehensive policy review of operational activities for development. The organization met all targets in this priority area, except the adoption by the Chief Executives Board for Coordination of the UN-Women strategy and action-plan on women's economic empowerment which, despite significant progress, was not adopted in 2013. This is currently being renegotiated with relevant United Nations system agencies working on women's economic empowerment in order to avoid duplication in reporting on the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women.

48. Recognizing the multiplier effect of investing in women and girls on productivity, efficiency and sustained and inclusive economic growth, UN-Women supported countries to mainstream gender in national development strategies and develop national capacity in this regard. For example, in partnership with the African Development Bank,⁷ UN-Women undertook a statistical training to build skills for the Sudan Central Bureau of Statistics to integrate gender equality and women's empowerment in the national household survey questionnaire that is expected to inform the upcoming poverty reduction strategy paper. UN-Women, with others, supported the Government of Côte d'Ivoire in drafting a National

⁷ Efforts are under way to identify additional countries suitable for such partnerships, such as Central African Republic, Mali and South Sudan.

Action Plan on Gender, which was informed by regional consultations led by UN-Women, including with civil society, government officials and gender equality advocates.

49. Leveraging its operational and intergovernmental roles, UN-Women contributed to the report of the Secretary-General on women in development (A/68/271), which provided Member States with recommendations on addressing the structural causes of women's exclusion and persistent poverty through improved access to decent work, social protection and addressing the issue of unpaid care work. Those recommendations were echoed in General Assembly resolution 68/227.

50. UN-Women provided technical support to the Global Migration Group for the policy dialogue on migration and development, which contributed towards the adoption of the Declaration of the High-level Dialogue on International Migration and Development (General Assembly resolution 68/4). The Declaration presented recommendations on addressing the situation of women migrants. UN-Women also contributed to the report of the Secretary-General on violence against women migrant workers, pursuant to General Assembly resolution 66/128, which provided Member States with specific recommendations on how to eliminate violence against women migrant workers (A/68/178). Those recommendations were addressed in General Assembly resolution 68/137.

51. UN-Women also continued to support gender mainstreaming into national policies on migration. In Paraguay for example, UN-Women strengthened the capacities of domestic workers' organizations in order to enable them to participate in the elaboration of the new Domestic Work Bill, submitted to Congress in 2013. In Cambodia, UN-Women supported the Government to strengthen the capacities of local authorities on gender and migration.

52. UN-Women also worked with Governments and gender equality advocates in 14 countries⁸ to promote women's access and control over land, and other productive resources, and entrepreneurship training. In Jordan, UN-Women contributed through its advocacy initiative in cooperation with the Jordanian National Commission for Women and others to amend the 2010 Labour Law and ensure pay equity for women and a decent work environment to improve gender equality and women's empowerment in the workplace.

53. In the United Republic of Tanzania, UN-Women partnered with the Ministry of Industry and Trade in supporting the capacity development of civil servants on gender issues in order to enable them to identify interventions to address gender gaps in the sector policies, plans and budgets. This resulted in a review of national policies and of women's access to finance, aiming at enhancing economic opportunities and the social protection of women, especially in the informal sector. UN-Women also partnered with the private sector in six countries⁹ to ensure that private enterprises commit to the Women's Empowerment Principles, resulting in 280 private enterprises adopting or considering adopting the Principles.

54. UN-Women launched the knowledge gateway for women's economic empowerment (available from www.empowerwomen.org) to help stakeholders

⁸ Albania, Bangladesh, Bolivia (Plurinational State of), Brazil, Ecuador, Jordan, Kyrgyzstan, Mexico, Morocco, Republic of Moldova, Rwanda, South Sudan, Timor-Leste and United Republic of Tanzania.

⁹ Brazil (142 enterprises), China (11), Jordan (9), Nicaragua (14), Serbia (102) and Uzbekistan (2).

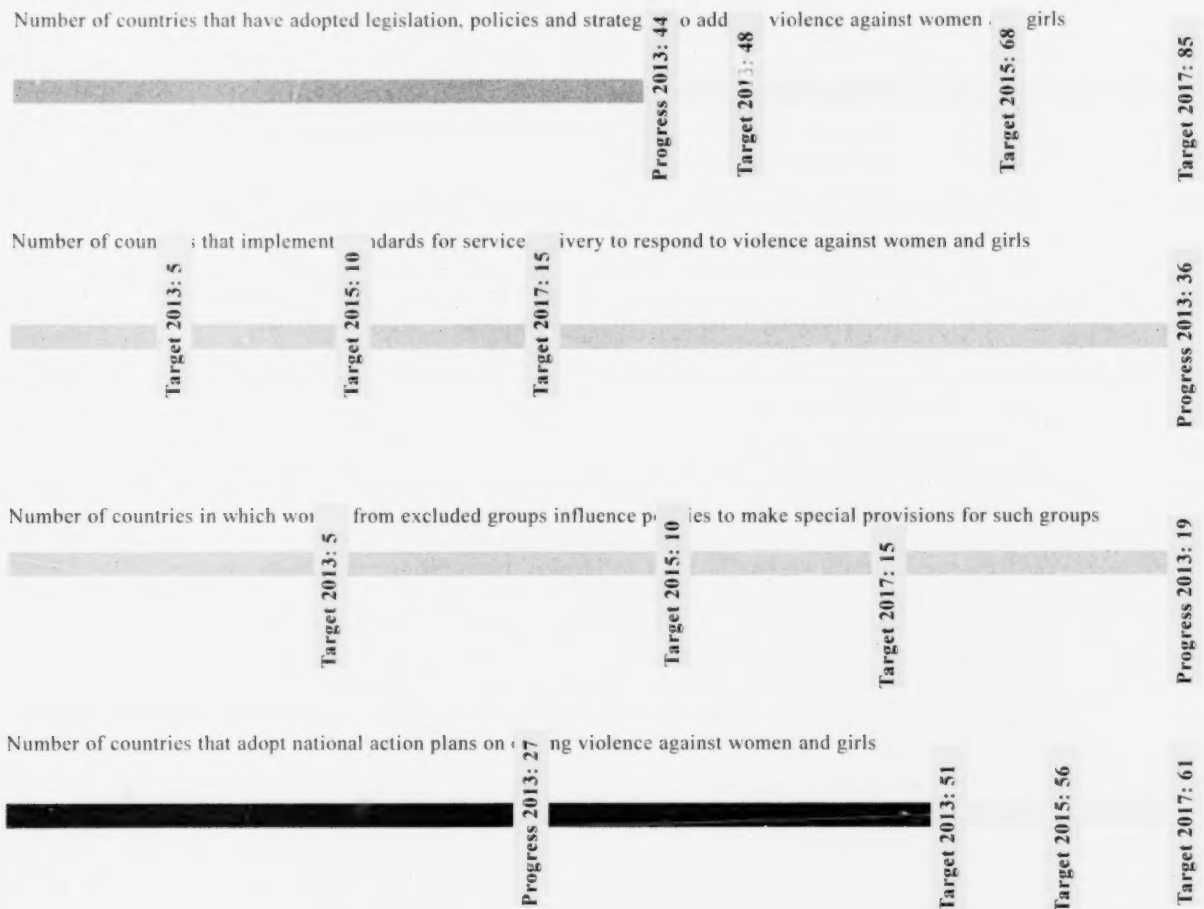
connect and share experience and expertise. The platform supports all stakeholders to come together as a global community to network and collaborate for women's economic empowerment. Since its launch it has had over 40,000 visitors from over 180 countries and more than 1,800 registered members, and has been widely recognized as an innovative and important new resource for gender equality and the work of advocates for women's rights. UN-Women also supported grass-roots women and men through a group of "Global community champions" from diverse countries and backgrounds, with a focus on exchange of experiences, learning and advocacy for women's economic empowerment.

D. Ending violence against women and girls

55. UN-Women provided support in 2013 to 85 countries in their efforts to end violence against women (see figure V).

Figure V

Progress on indicators for priority area 3



Legend:

	Off track	Number of countries that adopt national action plans on ending violence against women and girls
	Almost on track	Number of countries that have adopted legislation, policies and strategies to address violence against women and girls
	On track	- Number of countries that implement standards for service delivery to respond to violence against women and girls - Number of countries in which women from excluded groups influence policies to make special provisions for such groups

Number of countries supported under priority area 3

Programme expense 2013 under priority area 3

85

\$42.4 million

56. The success of the fifty-seventh session of the Commission on the Status of Women made 2013 another strong year for advancing international commitments on ending violence against women and girls. The global community reconfirmed the importance of addressing this grave human rights violation by agreeing to: strengthen legal and policy frameworks; take explicit actions to prevent violence; establish and enhance services for survivors; and improve the evidence-base for more effective interventions and to monitor progress over time. It is against this backdrop of renewed global commitment that UN-Women has continued to work at the global, regional and country levels with Member States, the United Nations family, women's groups and the private sector towards ending the epidemic of violence against women and girls.

57. In 2013, 19 countries,¹⁰ with the support of UN-Women, adopted laws, policies and plans that provide the basis for action to be taken to prevent and respond to violence against women and girls. For example, in the Plurinational State of Bolivia, after 10 years of advocacy by the women's movement and with the support of UN-Women, the Comprehensive Law to Guarantee Women a Life Free of Violence was enacted, recognizing 16 forms of abuse, establishing new criminal offences and making provision for comprehensive prevention and response measures.

58. In 38 countries and areas,¹¹ UN-Women contributed to institutionalizing measures for eliminating violence against women, building capacity and improving coordination to expand access to health, justice, police and shelter services, and ensure fundamental responses to hold perpetrators accountable and provide better outcomes for survivors. For example, in the State of Palestine, UN-Women contributed to 10 fully functioning family protection units across the West Bank,

¹⁰ Albania, Bhutan, Bolivia (Plurinational State of), China, Georgia, Indonesia, Iraq, Kenya, Kyrgyzstan, Malawi, Mexico, Nicaragua, Nigeria, Palau, Papua New Guinea, Samoa, Tajikistan, Tonga and Turkey.

¹¹ Afghanistan, Bangladesh, Bolivia (Plurinational State of), Bosnia and Herzegovina, Burundi, Cabo Verde, Cameroon, Colombia, Democratic Republic of the Congo, Ecuador, Egypt, El Salvador, Ethiopia, Fiji, Georgia, Guatemala, Haiti, Honduras, India, Kazakhstan, Kenya, Kiribati, Mali, Morocco, Nigeria, Papua New Guinea, Paraguay, Republic of Moldova, Senegal, Somalia, Tajikistan, the former Yugoslav Republic of Macedonia, Tunisia, Uganda, United Republic of Tanzania and Zimbabwe, State of Palestine and Kosovo.

resulting in a significant increase in the number of women reporting abuse in 2013, compared with previous years.

59. UN-Women did not meet the target set for the number of countries adopting national action plans on ending violence against women and girls. The target of 51 national action plans did not fully take into account that existing time-bound national action plans would end during that period, making it over-ambitious. Second-generation or successive plans are not often developed and launched without lengthy analysis, evaluation and stakeholder participation processes, resulting in gaps between the end of plans and the start of new plans. UN-Women is also working to address gaps in knowledge to inform comprehensive evidence-based programming that can effectively deliver results over time, often working with other United Nations agencies on eliminating violence against women, where joint programmes are extremely common. For example, in partnership with the United Nations Human Settlements Programme (UN-Habitat), the United Nations Children's Fund (UNICEF), UNDP, governments and over 50 international and local partners, UN-Women's "Safe Cities" initiative, spanning 17 cities in countries, developed model approaches to prevent and respond to sexual violence against women and girls in public places, for adaptation and scaling up. Highlights from 2013 included: a toll-free line created in Kigali to increase the reporting of sexual violence and harassment in public spaces; the establishment of vendors' associations in the Gordons and Gerehu markets of Port Moresby, with women representing 50 per cent of executive positions; the completion of 100 women safety audits, covering 25 areas in New Delhi and outreach to over 7,000 community members to raise awareness on the issue; and a new partnership with Microsoft to map "Access to and use of mobile phones to prevent, document and respond to sexual violence against women and girls" in Marrakech (Morocco), New Delhi and Rio de Janeiro (Brazil). Sakai (Japan) and Winnipeg (Canada) joined the initiative in 2013.

United Nations Trust Fund in Support of Actions to Eliminate Violence against Women

UN-Women manages the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women. The Trust Fund supports innovative approaches to prevent and respond to violence against women and girls. Since its creation by the General Assembly in 1996, the Trust Fund has supported 368 initiatives in 132 countries and territories. It currently supports 78 initiatives in 71 countries and territories, with grants totalling \$56.8 million. In its seventeenth grant cycle, the Trust Fund awarded \$8 million in 17 grants, covering 18 countries and territories.

For example, in Malawi, the Coalition of Women Living with HIV/AIDS is tackling both HIV/AIDS and gender-based violence at the community level. Through the participatory methodology "Stepping Stones", the project has engaged more than 40,000 women and men in 144 communities, generating a culture of equality, protection and respect among women and men. "Cases of men beating their wives no longer come before my court because people have learned [through the intervention of the Coalition] that such behaviour is uncalled for and falls within domestic violence, which is a crime. Couples are [now] open to

each other", according to a village chief who participated in the project. This initiative shows that, when owned and carried out by local women and men, sustained activities can decrease the social acceptability of violence against women and of discrimination against people living with HIV/AIDS.

60. As highlighted by the first corporate thematic evaluation on violence against women, completed in 2013, UN-Women is uniquely positioned through its normative, operational and coordination mandate. As recommended by the evaluation, UN-Women is now working to maximize results by refining strategic priorities; strengthening monitoring, evaluation and knowledge practices; and leveraging partnerships, as the organization implements its new strategic plan, 2014-2017.

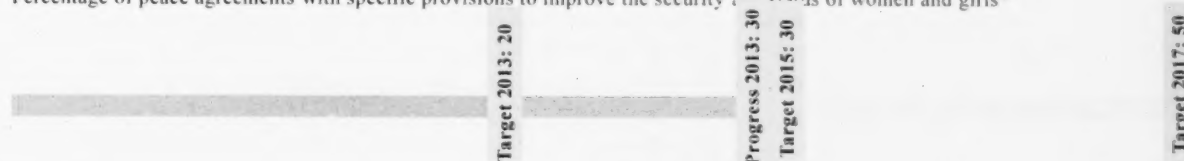
E. Women's increased leadership in peace and security and humanitarian response

61. In 2013, UN-Women worked on women's leadership in peace, security and humanitarian response in 37 countries and led the United Nations system on normative development and coordination at the global level. An extensive evaluation of UN-Women work from 2008 to 2012 found that the Entity has made a crucial contribution to shaping global policy on women, peace and security and developing innovative good practice in the field (for further information, see figure VI).

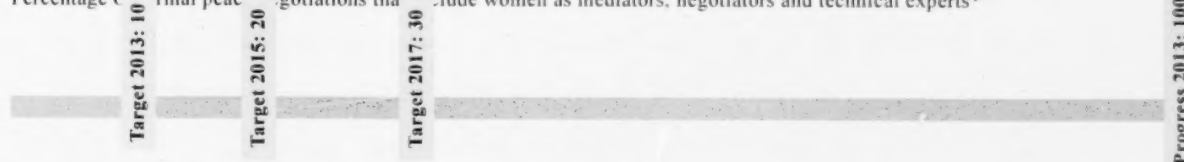
Figure VI

Progress on indicators for priority area 4

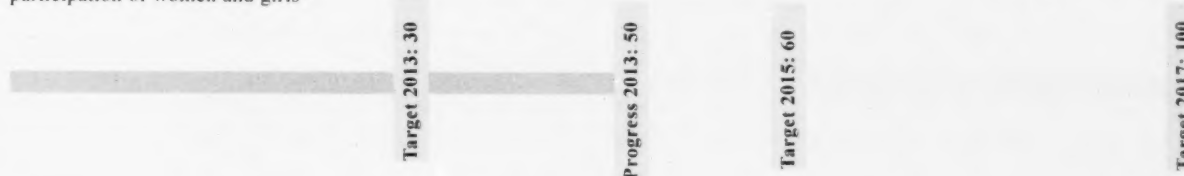
Percentage of peace agreements with specific provisions to improve the security and status of women and girls*



Percentage of formal peace negotiations that include women as mediators, negotiators and technical experts*



Percentage of transitional justice processes supported by the United Nations that include provisions to address the rights and participation of women and girls*

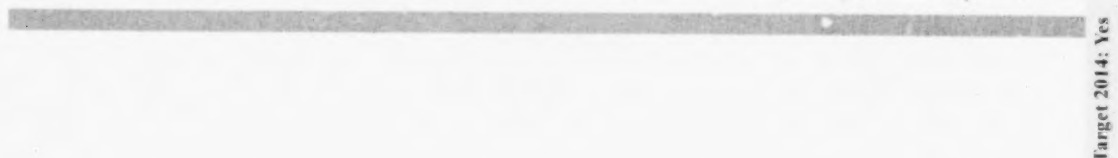


Number of countries in which peace talks, recovery/peacebuilding planning processes and transitional justice processes incorporate demands of gender equality advocates

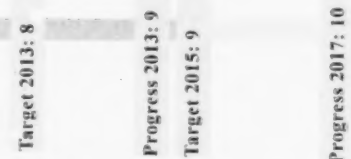


Joint United Nations system data collection on indicators on women, peace and security is in place and is operational

Progress 2013: No



Number and types of measures for detecting and preventing sexual violence in conflict



Legend:

Almost on track	Joint United Nations system data collection on indicators on women, peace and security is in place and is operational
On track	- Percentage of peace agreements with specific provisions to improve the security and status of women and girls* - Percentage of formal peace negotiations that include women as mediators, negotiators and technical experts* - Percentage of transitional justice processes supported by the United Nations that include provisions to address the rights and participation of women and girls* - Number of countries in which peace talks, recovery/peacebuilding planning processes and transitional justice processes incorporate demands of gender equality advocates - Number and types of measures for detecting and preventing sexual violence in conflict * Data from the report of the Secretary-General (S/2013/525).

Number of countries supported under priority area 4

Programme expense 2013 under priority area 4

37

\$26.3 million

62. For example, every month at the Women and Girls Oasis in Jordan's Zaatari Refugee Camp, some 800 Syrian women and girls were given a safe space and support to participate actively in camp life and plan for their future. Legal clinics in Georgia provided free advice and protection to more than 3,400 individuals displaced by conflict. By facilitating regular interactions between women affected by conflict and government officials, they helped lower the proportion of women's cases that were rejected in court to only 4 per cent, and helped ensure that the majority were actually resolved in favour of the claimants.

63. 2013 was the first in which UN-Women provided high-level gender expertise to the United Nations system for the majority of peace and security processes. Such

support was provided to mediation teams and/or committees and Special Envoys, to United Nations country teams implementing the Secretary-General's seven-point action plan on gender-responsive peacebuilding (see A/65/354-S/2010/466), to commissions of inquiry and other accountability bodies. For example, the findings of both the independent international commission of inquiry on the Syrian Arab Republic and of the commission of inquiry on human rights in the Democratic People's Republic of Korea, included detailed and comprehensive information on sexual and gender-based crimes and the differential impact of all violations on women and girls. These findings, from specialized investigators deployed by UN-Women in collaboration with the Justice Rapid Response initiative,¹² were widely reported and brought to the attention of the Security Council and of the Human Rights Council. The success of such deployments has resulted in increased demand for such support, including from the International Criminal Court, national war crimes courts and United Nations fact-finding missions. As another example of the value of this support to the United Nations system, the Peacebuilding Fund's investment in the area of women and gender equality has increased significantly, and the share allocated to UN-Women has grown from approximately \$500,000 in 2010 to over \$8 million in 2013.

64. Despite real gains in strengthening women's participation in peace and security processes, women's participation in formal peace processes remains inadequate. However, in Colombia, the Government increased women's representation at peace talks in Havana, making two of their five negotiators women. UN-Women efforts in pursuit of this goal included technical briefings to the facilitators of the peace talks on the gender dimension of each aspect of the agenda for the talks, direct support to women's participation and voice in the country-wide regional consultations with civil society, compilation and analysis of women's priorities as articulated in such consultations, and the organization of a national women's summit, which assembled close to 500 women from all sectors and regions of Colombia. Agreements were subsequently made on the inclusion of a gender perspective in all the political participation aspects of the peace accord discussions, as well as the appointment of women negotiators.

65. In 2013 there was also deeper engagement in humanitarian action, from emergency response to disaster risk reduction and transitional contexts. Contributions from emergency funds to UN-Women increased by 66 per cent compared to 2012, and UN-Women hosted Gender advisers, in the framework of the Gender Standby Capacity, in Jordan, Kenya, Pakistan and the Philippines, where they built the capacity of the humanitarian country team and ensured that gender equality was consistently integrated into response strategies and programmes. In Tunisia, UN-Women engaged in the constitution-making process during the transition, which contributed to one of the most advanced constitutions in terms of women's rights in the region.

66. UN-Women further developed its position in the wider humanitarian system through co-chairing the Inter-Agency Standing Committee Sub-working Group on Gender and Humanitarian Action. UN-Women will continue scaling up its

¹² Justice Rapid Response is an intergovernmental facility that manages the rapid deployment of criminal justice professionals from a stand-by roster. These experts, coming from every region of the world, are specifically trained in the investigation of genocide, war crimes, crimes against humanity and serious violations of human rights.

operational reach in this area, including through improving its capacity for a rapid response to both peace and security and emergency situations.

F. Strengthening the responsiveness of plans and budgets to gender equality

67. In 2013, UN-Women supported 65 countries to strengthen gender equality priorities in their national, sectoral and local development plans and budgets (see figure VII). For example, Nepal increased gender-responsive budget allocations from \$877 million in 2012 to \$1.13 billion in 2013, accounting for 21.75 per cent of the total budget. Furthermore, gender equality allocations in Nepal, as a percentage of the total budget, have increased at an annual rate of between 15 per cent and 16 per cent in recent years.

68. In 24 countries,¹³ national planning documents incorporated priorities and budgets on gender equality and women's empowerment. Indonesia adopted a national strategy on gender-responsive budgeting, providing guidance and obligations for national and provincial governments to integrate such budgeting into annual budgets. In Mexico, the National Development Plan (2013-2018) integrated gender equality as a mainstream theme for the first time. In Kyrgyzstan, UN-Women contributed to the development of a gender responsive national action plan on sustainable development (2013-2017) to support implementation of the national sustainable development strategy 2013-2017.

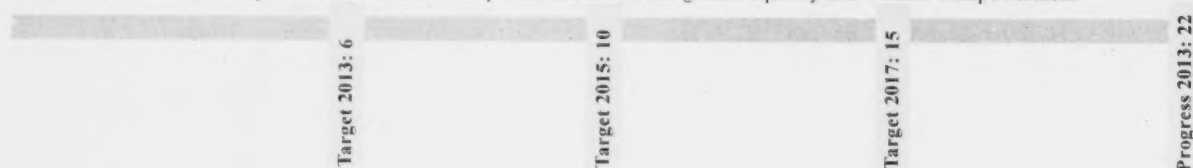
Figure VII

Progress on indicators for priority area 5

Percentage of countries supported by UN-Women whose national planning documents incorporate priorities and budgets on gender equality and women's empowerment



Number of countries with systems to track and make public allocations for gender equality and women's empowerment



¹³ Bangladesh, Bhutan, Ecuador, Indonesia, Jamaica, Kyrgyzstan, Malawi, Mali, Mexico, Morocco, Mozambique, Nicaragua, Philippines, Republic of Moldova, Rwanda, Senegal, Sierra Leone, South Sudan, Tajikistan, the former Yugoslav Republic of Macedonia, Timor-Leste, Uganda, Ukraine and Viet Nam.

Number of countries supported by UN-Women and its collaborative partnerships which produce gender budget analysis, such as public expenditure reviews or public expenditure tracking focused on gender equality, beneficiary assessments such as citizen report cards and joint reviews of joint programmes

Target 2013: 10

Progress 2013: 22

Percentage of countries supported by UN-Women where women living with HIV participate (and have the capacity to influence) formal planning and review mechanisms of the national response to HIV

Progress 2013: 1/2

Target 2013: 5

Target 2015: 9

Progress 2013: 12

Progress 2016: Yes

Target 2017: 12

Evidence of efforts to increase quality and comparability of data on financing for gender equality within United Nations agencies

Legend:

On track	- Percentage of countries supported by UN-Women whose national planning documents incorporate priorities and budgets on gender equality and women's empowerment - Number of countries with systems to track and make public allocations for gender equality and women's empowerment - Number of countries supported by UN-Women and its collaborative partnerships which produce gender budget analysis, such as public expenditure reviews or public expenditure tracking focused on gender equality, beneficiary assessments such as citizen report cards and joint reviews of joint programmes - Percentage of countries supported by UN-Women where women living with HIV participate (and have the capacity to influence) formal planning and review mechanisms of the national response to HIV - Evidence of efforts to increase quality and comparability of data on financing for gender equality within United Nations agencies
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Number of countries supported under priority area 5

Programme expense 2013 under priority area 5

65

\$21 million

69. With UN-Women support, systems and tools to track and make public allocations for gender equality and the empowerment of women were strengthened in 19 countries.¹⁴ In Ecuador, 125 additional government institutional budgets (from 659 in 2012 to 784 in 2014) registered resources for gender equality through the budget classifier developed by the Ministry of Finance. In the United Republic of

¹⁴ Albania, Bangladesh, Bolivia (Plurinational State of), Bosnia and Herzegovina, Cambodia, Colombia, Ecuador, El Salvador, Georgia, Haiti, India, Iraq, Kyrgyzstan, Mozambique, Nepal, Uganda, Ukraine, United Republic of Tanzania and Viet Nam.

Tanzania, through dialogue with development partners, UN-Women supported the rapid gender analysis of the budget for 2013/2014, using these data to inform budget planning for 2014/2015.

70. Countries also continued work on planning and budgeting at the local level, with UN-Women support. In the former Yugoslav Republic of Macedonia, for the first time, the city of Skopje allocated resources from the administrative budget to strengthen the capacity of the newly elected officials on gender-responsive budgeting. In Ethiopia, in the administrative units where such budgeting has been implemented, women now take an active role in planning and budgeting, thereby contributing to gender-responsive service delivery.

71. At the global level, UN-Women continued efforts to strengthen capacity and accountability of partners to increase financing for gender equality, providing technical support for the design and implementation of the gender equality indicator of the monitoring framework of the Global Partnership for Effective Development Cooperation.

72. UN-Women also worked to strengthen political commitment for gender equality in the context of HIV and AIDS, as evidenced through a Declaration of Commitment by the Prime Minister of Jamaica. The capacity of national AIDS coordinating authorities was enhanced to develop and manage gender-responsive plans and UN-Women supported associations of women living with HIV in 10 countries¹⁵ to provide leadership in shaping HIV policies, programmes and resource allocations through their participation in policymaking forums.

IV. Delivering for results

A. Data and statistics

73. UN-Women continued to emphasize the importance of gender-sensitive data and statistics. The Evidence and Data for Gender Equality Initiative, implemented by UN-Women, the Statistics Division and other partners, continued to generate comparable gender indicators on health, education, employment, entrepreneurship and asset ownership. In 2013, in collaboration with the World Bank, UN-Women and the Statistics Division developed plans to test different methods to measure asset ownership in regular household surveys. The first such experiment will take place in Uganda in 2014, in collaboration with the Uganda Bureau of Statistics. In addition, methodological work on entrepreneurship began in 2013. UN-Women worked with the Inter-Agency and Expert Group on Gender Statistics to improve the production of statistics on gender equality and women's empowerment and hosted the seventh annual meeting of the Group in September 2013. A database maintained by the Statistics Division, covering the minimum set of 52 gender indicators agreed upon by the Statistical Commission at its forty-fourth session, in 2013 (see E/2013/24-E/CN.3/2013/33, decision 44/109), is also being launched.

¹⁵ Cambodia, Indonesia, Jamaica, Kenya, Morocco, Papua New Guinea, Rwanda, Tajikistan, Ukraine and Uzbekistan.

B. Institutionalizing a culture of results-based management, reporting and evaluation

74. A new strategic plan, 2014-2017, with a strengthened results framework, was approved in 2013 (see UNW/2013/11, decision 2013/5). Throughout the year the organization also worked to ensure improvements in the results logic of country-level planning commensurate with the improvement at the corporate level. UN-Women further strengthened quality assurance of results management in the organization and across all programmes, with every UN-Women programme submitting multi-year strategic note in 2013 that was reviewed by a peer review group made up of Directors or their alternates from all Divisions. The organization saw significant improvement in the quality of results management in these plans compared with previous years. Pursuant to General Assembly resolution 67/226, country office planning was further integrated with national planning through full alignment with the United Nations Development Assistance Framework. Country-level reporting was also strengthened and amended to align it with the quadrennial comprehensive policy review of operational activities for development and required reporting on thematic issues central to the review, such as South-South cooperation and capacity development.

75. The Evaluation Policy came into effect in January 2013 and a system to monitor its implementation was established, with key performance indicators reported to the Executive Board. In 2013, the implementation rate of planned evaluations was 82 per cent (55% completed and 27% ongoing). 100 per cent of completed reports were uploaded and made publicly available through the global accountability and tracking of evaluation use system. An external independent quality assessment rated 85 per cent of evaluation reports as "satisfactory" or better. Management responses were uploaded and made public through the global system for 78 per cent of completed evaluations.

76. To further strengthen the evaluation function, an Evaluation Advisory Committee was established, composed of independent evaluators representing different geographical areas and institutional backgrounds, senior evaluation experts from United Nations entities and Bretton Woods institutions and senior management of UN-Women. The committee reviewed the progress in implementing the evaluation policy and commended the Evaluation Office for its strategic planning work.

C. Mobilizing and leveraging adequate resources

77. Resources remained a challenge and discussions around the concept of "critical mass" in 2013, in line with the guidance of the General Assembly in its resolution 67/226, repeatedly drew attention to the need for more resources if UN-Women is to meet the expectations of stakeholders and deliver the strategic plan, 2014-2017. However, there was some strengthening of the partnership and resource base of the organization throughout the year, particularly after partners responded positively to both the substantive content of the strategic plan and the inclusive and consultative process that characterized its development.

78. Notwithstanding the necessity for more resources to fully implement the new strategic plan, UN-Women focused efforts in 2013 on widening and deepening its

partnership base. Underlying this strategy is the expectation that, as UN-Women demonstrates effectiveness and value over the coming months and years and communicates this with transparency and credibility to its broad base of partners, increased resources will follow as UN-Women will be seen as a trusted steward of resources and a valued collaborator around shared strategic interests. While UN-Women was unable to fully meet its resource mobilization targets, this strategy delivered the Entity's highest level of voluntary contributions received to date, amounting to \$275.4 million (compared with \$207.8 million in 2012), a 32.5 per cent increase on the resources mobilized in 2012. Total voluntary contributions for 2013 comprised \$156.9 million for regular resources (\$114.1 million in 2012), which are recognized by the General Assembly in its resolution 67/226 as fundamental for operational activities, and \$118.5 million for other resources (\$93.7 million in 2012), which included \$1 million for the Fund for Gender Equality and \$10.9 million for the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women.

79. Regular resources of \$156.9 million raised in 2013 represented an increase of 37.5 per cent on 2012. The number of Governments contributing in 2013 increased to 129, an 11 per cent increase on the number of donors in 2012. In 2013, 18 governments increased their contributions, 12 became donors to UN-Women for the first time, 13 were returning donors who had provided resources in 2011 but not 2012, and 19 gave multi-year pledges. Donors who substantially increased their regular resource contributions in 2013 were Denmark, Finland, Sweden, Switzerland and the United Kingdom of Great Britain and Northern Ireland (representing \$78.7 million or 50.7 per cent of total regular resources). Denmark, Finland and Sweden gave end-of-year contributions in 2013, for the first time exceeding \$10 million or more. Seven donors contributed over \$10 million to UN-Women regular resources in 2013. Adding to the number of donors contributing \$10 million or more will be a key part of the resource mobilization strategy going forward.

80. Estimated regular and other resources received from the private sector in 2013 were \$5.6 million, including \$1.3 million from national committees for UN-Women. Other key partners include The Coca-Cola Company, Microsoft Corporation, Hewlett Foundation and Zonta International.

81. National committees for UN-Women continued to raise awareness for the Entity's mandate in their respective countries through their work, and also raised funds for UN-Women programmes. A new national committee for UN-Women was established in France. National committees also developed partnerships with private sector companies, both in terms of fundraising and promoting the Women's Empowerment Principles.

V. Organizational effectiveness and institution-building

82. The regional architecture, which defines the organization's global structure and corresponding funding requirements, was approved by the Executive Board in November 2012. Through 2013, the implementation of the regional architecture precipitated a new way of working for UN-Women, responding to the call by the General Assembly for higher-quality, more effective and cost-efficient support services in programme countries (resolution 67/226). Country offices were significantly strengthened and became better able to support national governments

and the United Nations system with increased staff, resources, training and delegation of authority.

83. Senior, experienced regional directors were appointed for each regional office, with authority to respond with resources to national and regional priorities. As day-to-day programme and operations management transitioned to regional offices, leaders and managers at headquarters increasingly focused on overall programme strategy and policies, monitoring and management. Organization-wide, critical business processes around operations, programme implementation and management were simplified. Six multi-country offices were established and the 15 existing subregional offices transitioned to regional, country or multi-country offices. By the end of 2013, UN-Women had six regional offices, six multi-country offices, and 48 country offices. At the time of writing, 38 of those offices had received full delegation of authority.

84. Three main benefits of the regional architecture became evident in 2013: consolidation of resources and economies of scale; empowered decision-making in the field and improved efficiency; and strengthened country offices. The progress made on the regional architecture also increased the organization's capacity to play a central role in inter-agency coordination efforts at the regional and country levels. UN-Women country offices are taking part in piloting the implementation of the business operations strategy and UN-Women is participating in establishment of a joint operations facility in Brazil, for the use of several United Nations entities.

85. The workforce of UN-Women at the end of 2013 comprised 657 staff members, an increase of 104 (18.8%) from 2012. The percentage of field positions increased from 54 per cent (298) to 62 per cent (413) while headquarters positions decreased from 46 per cent (256) to 38 per cent (244). The number of male staff members increased from 125 to 166, representing 25 per cent of staff. More than 110 nationalities are represented in the workforce of UN-Women, with 59 per cent coming from the global South.

86. UN-Women successfully implemented the International Public Sector Accounting Standards (IPSAS) and during 2013, the Board of Auditors issued an unqualified audit opinion and noted the Entity's compliance with IPSAS. The Board of Auditors also highlighted that UN-Women is facing resource constraints attributable to insufficient resource mobilization capacity. A dedicated field support unit built the capacity level for financial management in select regional and country offices, as well as across the organization via cost-effective webinars.

87. Pursuant to the recommendations of the General Assembly in its resolution 67/254, in which the Assembly approved the organizational resilience management system as the emergency management framework, UN-Women reviewed approaches to emergency and operational risk management and developed an action plan. Headquarters also adopted a joint risk management framework to enhance the prevention and mitigation of operational risks that could disrupt operations in New York, contributing to the overall United Nations resilience management system in New York.

88. Implementation of the information and communications technology strategy continued in 2013 and a corporate platform for public websites and portals was used to launch the new UN-Women website, the knowledge gateway portal, a new gender evaluation portal and the constitutional database portal, allowing for efficiencies and

cost savings. The Atlas enterprise resource planning system was updated to reflect the new regional architecture and enhanced with a new module on staff performance evaluation and an e-recruitment portal. Helpdesk operations for technological support were further strengthened with automated management tools to further increase efficiency and a cost-effective commercially available cloud service was implemented to live-stream meetings to 59 internal and external audiences.

89. UN-Women is active in joint procurement activities with United Nations system entities. This allows for greater volume leveraging and value for money across the United Nations. This has facilitated UN-Women in sourcing and benefiting from more than 30 long-term agreements issued by other United Nations entities. In line with the overall emphasis on decentralization, regional and country offices are responsible for the acquisition of goods, civil works and services as required. Procurement policies and procedures provide a comprehensive authority framework where long-term agreements of other United Nations entities are not subject to vetting or review by the Contracts Committee of UN-Women. The Entity's procurement policies are currently under revision to further strengthen the ability of country offices in relation to joint procurement initiatives at the country level.

VI. Income and expenditure

90. UN-Women prepared the financial statements for the year ended 31 December 2013 in accordance with the International Public Sector Accounting Standards. The figures provided in this section are unaudited and are subject to change prior to submission to the Board of Auditors on 30 April 2014. There was a surplus for the year of \$24.4 million (see table 1).

91. The original revenue targets for 2013, included within the approved integrated budget for 2012-2013, were \$200 million each for both regular and other resources. Later reforecasts adjusted these targets downwards to \$150 million each for both regular and other resources. Final revenue from voluntary contributions for 2013 was \$156.9 million in regular resources and \$118.5 million in other resources, reflecting an overall revenue shortfall for the year of \$124.6 million against the original target in the budget and of \$56.9 million against the reforecast (for further information, see table 2).

Table 1
Revenue and expenses as at 31 December 2013
 (Thousands of United States dollars)

	2013				Total
	Regular resources	Other resources	Assessed resources	Elimination ^a	
Revenue					
Contributions	156 959	118 465	8 004	—	283 428
Investment income	1 338	543	—	—	1 881
Other revenue	1 726	9 514	—	(8 044)	3 196
Total revenue	160 023	128 522	8 004	(8 044)	288 505
Total expenses	138 850	125 086	8 213	(8 044)	264 105
Surplus/(deficit) for the year	21 173	3 436	(209)	—	24 400

^a The elimination column represents indirect costs charged by UN-Women on programme funds received from donors in relation to the management of other resources. The indirect costs charged have been recognized during the year as an increase in support-cost income. At year end, that income is eliminated to show the actual revenue recognized.

Table 2
Contributions by source as at 31 December 2013
 (Thousands of United States dollars)

	2013				Total 31 December 2012
	Regular resources	Other resources	Assessed resources		
Governments	156 444	82 417	—	238 861	181 513
United Nations agencies	48	30 796	8 004	38 848	26 868
National committees	171	1 164	—	1 335	1 119
Other donors	296	4 088	—	4 384	5 274
Total	156 959	118 465	8 004	283 428	214 774

Basis of the budget

92. UN-Women is funded through both assessed and voluntary contributions. Assessed contributions (regular budget) totalled \$15.2 million for the biennium 2012-2013, with \$8 million being allocated for 2013. Voluntary contributions (regular and other resources) were originally projected to total \$700 million for the biennium 2012-2013 (\$300 million in 2012 and \$400 million in 2013) with reforecasts significantly reducing these projections. Regular resources cover the institutional budget and core programme expenditures, with funds being allocated based on a set methodology. Other resources cover programme expenditure being attributed directly to specific projects (see table 3).

Table 3
Expenses by geographical region and UN-Women headquarters departments as at 31 December 2013

(Thousands of United States dollars)

<i>Regions</i>	<i>31 December 2013</i>
Africa	63 735
Latin America and the Caribbean	24 811
Arab States	16 051
Asia and Pacific	45 166
Europe and Central Asia	14 737
Total geographic regions	164 500
Policy and Programme Bureau	47 830
Directorate, Bureau of Management, Bureau of Strategic Partnerships, Intergovernmental Support	51 775
Total expenses	264 105

93. The reported financial results (actual) are adjusted to allow comparison between the budget as presented and the actual use of resources (see table 4). The comparison of the budget and actual use of resources is prepared in the same format as the original approved institutional budget, along with the inclusion of assessed contributions. The main changes between the IPSAS financial results and the results on a budget basis relate to difference in the treatment of the cost of assets and the treatment of cash advances to partners and staff members.

Table 4
Comparison of budget and actual use of resources as at 31 December 2013

(Thousands of United States dollars)

	2013			<i>Difference between final budget and actual amounts</i>
	<i>Original budget</i>	<i>Final budget (as at 30 November)</i>	<i>Actual amounts on comparable basis</i>	
Regular budget activities	7 442	8 120	7 971	148
Development activities				
Programme	298 500	225 195	181 901	43 294
Development effectiveness	20 942	16 743	14 331	2 412
United Nations development coordination	11 629	9 974	7 929	2 045
Management activities	44 307	52 465	46 774	5 691
Change management	—	—	709	(709)
Total	382 820	312 497	259 615	52 882

VII. Conclusion

94. UN-Women holds a unique position in the United Nations development system owing to its recent establishment and its unique mandate, allowing it to deliver value to partners with modest resources. In 2013, the Entity's third year of existence, it became clear that the mandate enables results at the intergovernmental normative level, through coordination, as well as on the ground, and that those results are synergistic, with those three aspects of the mandate (normative, coordination and operational) combining to achieve more than each could individually. There were tremendous gains in advancing the normative agenda for gender equality and women's empowerment, not least in the context of the work of the Commission on the Status of Women. The United Nations system moved towards ever greater policy coherence as the coordination role of UN-Women reaped greater dividends through innovative efforts such as the System-wide Action Plan on Gender Equality and the Empowerment of Women. On the ground, UN-Women is now a global presence, leveraging its normative and coordination roles and working for women and girls in diverse environments, including refugee camps, inner city areas, rural areas and national parliaments.

95. Overall, in 2013 UN-Women demonstrated that, as an organization with a new structure that is fit for purpose, the Entity could achieve more with more resources, and that it continues to need Member States to match their ambitions for UN-Women with the appropriate level of resources.

96. Looking forward, UN-Women will use the foundation of its first three years to continue to invest in strategic priorities such as advocacy and mobilization efforts, partnership, innovation, results and knowledge management, and programme learning to ensure the highest standards in its work and sound stewardship of resources and value for its stakeholders. This comes at a time when the development discourse in the short to medium term will be dominated by discussion of the post-2015 development agenda and of the review and appraisal of the implementation of the Beijing Declaration and Platform for Action, on the twentieth anniversary of its adoption. The Entity's success in rapidly establishing itself both structurally and with partners has positioned it well not only to help shape a future agenda for the mutually dependent goals of development and gender equality, but also to ensure that it is taken forward and acted upon. That agenda must be ambitious and reflect a clear vision of a gender-equal world. The increasing pace of progress towards gender equality is both an encouragement and a challenge. UN-Women ended 2013 as an organization that is established and has proven itself as a central partner in meeting that challenge.



**Executive Board of the
United Nations Entity
for Gender Equality and the
Empowerment of Women**

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Evaluation

**Report on the evaluation function of the United Nations
Entity for Gender Equality and the Empowerment of
Women, 2013**

Summary

In accordance with the evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the strategic plan, 2011-2013, the independent Evaluation Office submits its annual evaluation report for 2013.

The report highlights progress made by the evaluation function in 2013, presenting key performance indicators and systems put in place to strengthen the internal evaluation function, as well as the contribution of UN-Women to United Nations system-wide coordination of evaluation on gender equality and national evaluation capacity development.

In addition, the report presents the costed programme of work for the independent Evaluation Office, for 2014.

Given the importance of reporting the key findings and lessons learned from the decentralized evaluations, as acknowledged in the corporate evaluation plan, 2014-2017 the meta-analysis and related management response will be presented as stand-alone reports at the second regular session.

The Executive Board may wish to: (a) take note of the present report and the programme of work for 2014 of the Independent Evaluation Office; (b) welcome the efforts made by UN-Women and the progress achieved in strengthening the evaluation function at the corporate and decentralized levels; (c) welcome the progress of UN-Women in leading system-wide gender evaluation efforts; (d) commend the efforts of UN-Women in fostering innovative multi-stakeholder partnerships for national evaluation capacity development, including through



innovative global partnerships such as EvalPartners; (e) request UN-Women to strengthen evaluation capacities and adequate funding for evaluation; (f) request UN-Women to enhance the use of management response to evaluations and lessons learned from evaluations for future programming; and (g) request the independent Evaluation Office to continue to pursue system-wide gender evaluation efforts and innovative multi-stakeholder partnerships for national evaluation capacity development.

I. Introduction

1. The strategic goal of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) evaluation function is to influence the ability of UN-Women to achieve normative, development and coordination results on gender equality and women's empowerment in partnership with national and international stakeholders. To accomplish this goal, the independent Evaluation Office conducts independent, credible and useful corporate evaluations, supports decentralized evaluations, leads the United Nations system on gender-responsive evaluation and fosters national evaluation capacities.

2. The unique role of UN-Women, with a strong mandate to work at both normative and operational levels as well as to ensure system-wide coordination, requires an innovative evaluation function that leverages its partnerships and knowledge. In achieving its objectives, the evaluation function builds on the Entity's strong network of stakeholders spanning from governments and civil society to the United Nations system. By acting as a catalyst, the evaluation function strives to expand and multiply its impact through joint evaluations, system-wide coordination on evaluation and innovative multi-stakeholder partnerships, such as EvalPartners.

II. Evaluation function of the Entity

A. Governance of the evaluation function

3. The evaluation policy of UN-Women (UNW/2012/12) became effective in January 2013. The policy governs the independent evaluation function of UN-Women and applies to all initiatives supported and funds administered by the Entity. It is aligned with the norms and standards of the United Nations Evaluation Group, but it is tailored specifically to the unique mandate and role of UN-Women to conduct evaluations responsive to gender equality and women's rights, while supporting coordination, coherence and accountability with respect to gender equality and the empowerment of women in the United Nations system.

4. The evaluation policy sets the elements of a clear governance system of the evaluation function. The Under-Secretary-General/Executive Director provides the political will and enabling environment for enhancing the evaluation culture. She also safeguards the independence of the Evaluation Office by ensuring that it is adequately staffed and resourced to fulfil its role. In order to safeguard the independence of the evaluation function from management, the Director of the Evaluation Office reports directly to the Head of the Entity.

5. With a view to further strengthening the independence and quality of the evaluation function, an Evaluation Advisory Committee was established in December 2013. The Committee is composed of external independent evaluators representing different geographical areas and institutional backgrounds, senior evaluation experts from entities of the United Nations system and Bretton Woods institutions, and senior management of UN-Women. It is chaired by the Director-General of the Independent Evaluation Group at the World Bank.

6. The Evaluation Advisory Committee provides advice to the Under-Secretary-General/Executive Director and the independent Evaluation Office on the overall

evaluation function. At its first meeting, held in early February 2014, the Committee provided strategic advice on the progress made so far by the evaluation function in UN-Women, as well as detailed feedback on the strategic plan for evaluation, 2014-2017 and the corporate evaluation plan, 2014-2017.

7. The Evaluation Advisory Committee reviewed the progress of the evaluation function commended the independent Evaluation Office of UN-Women for its strategic planning work, in particular in late 2013 and early 2014, and assessed that the Evaluation Office, according to its workplan, was moving in the right direction.

8. The evaluation policy includes provisions for a peer review to be carried out by the United Nations Evaluation Group in 2014 and an external assessment to be carried out by the Joint Inspection Unit or the Office of Internal Oversight Services in 2015. However, given the rapid consolidation of UN-Women, especially the regional architecture, and the fact that an external assessment of the evaluation function of United Nations entities was conducted by the Joint Inspection Unit in early 2014, it was proposed to use the existing Joint Inspection Unit assessment to inform the 2014 peer review by the United Nations Evaluation Group. Findings from both the external assessment by the Joint Inspection Unit and the peer review by the United Nations Evaluation Group will be presented at a session of the Executive Board in 2015.

B. Performance of the evaluation function

9. A transparent and sound system to monitor the performance of the evaluation function is paramount in order to strive for excellence in evaluation, especially in a decentralized evaluation function. For this reason, in December 2013, the Evaluation Office established a global evaluation oversight system. The system includes a dashboard that presents key performance indicators for the evaluation function, in a user-friendly manner. The key performance indicators are aligned with the evaluation policy and provide evidence of the progress, or lack thereof, in its critical areas.

Key performance indicator 1: financial resources invested in evaluation

10. The evaluation policy recommends a minimum level of investment in evaluation of 3 per cent of the UN-Women budget. While it is likely that resources invested in evaluation will fluctuate yearly, according to the strategic planning of evaluations, this key performance indicator provides an overall indication of the financial commitment of UN-Women to the evaluation function.

11. Table 1 provides a retrospective look at expenditure by UN-Women on evaluation from 2011 to 2013. In 2013, 1.3 per cent of total UN-Women expenditure was invested in the evaluation function. Of this, 59 per cent comprised the expenditure of the independent Evaluation Office, and 34 per cent related to decentralized evaluations (see table 1). The remaining 7 per cent was invested by different divisions at Headquarters. However, the Evaluation Office has recognized the need for guidance to ensure more systematic and accurate reporting of evaluation expenditure through the Atlas financial system and is working with the Division of Management and Administration to address this.

Table 1
Spending trends for evaluation (2011-2013)

(United States dollars)

	2011	2012	2013
Total expenditure	198 315 000	235 886 958	269 660 584
Total evaluation expenditure	2 480 052	3 758 397	3 576 396
Evaluation Office ^a	1 792 499	2 480 629	2 123 750
Decentralized	687 553	1 277 768	1 226 729
Total expenditure invested in evaluation (percentage)	1.3	1.6	1.3

Source: Figures for 2013 generated from Atlas by the Division of Management and Administration; figures for 2011 and 2012 for decentralized evaluations compiled by the independent Evaluation Office on the basis of inputs from offices.

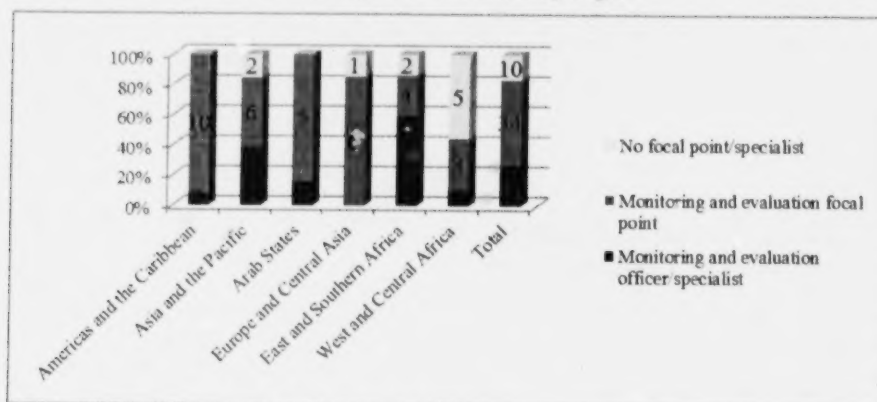
^a This figure includes core, biennial support budget/institutional budget and cost-sharing funds expended by the independent Evaluation Office, including staff costs.

Key performance indicator 2: human resources

12. The Evaluation Office continued to strengthen its capacity at Headquarters in New York, reaching a total of nine staff members: five mid-level Professional staff, two General Service staff and one consultant. The post of Evaluation Chief was upgraded to a new post of Director of Evaluation (D-1) and two Evaluation Specialists (P-3) were recruited. An additional post was established for an Evaluation Specialist (P-3), with recruitment to be finalized in 2014.

13. In addition, the Evaluation Office strengthened the evaluation capacity of regional offices through the recruitment of a Regional Evaluation Specialist (P-4) for Arab States and the establishment of the Regional Evaluation Specialist post (P-4) for West and Central Africa, with recruitment to be finalized in 2014. In total, at the decentralized level, the Evaluation Office has four regional evaluation specialists in regional offices located in Bangkok, Cairo, Nairobi and Panama. Regional Evaluation Specialists are reporting directly to the Director of the Evaluation Office, with a second reporting line to the Regional Director.

Figure 1
Human resources for monitoring and evaluation by region



Source: UN-Women global evaluation oversight system.

14. At the multi-country and country office level, a number of efforts have been made to strengthen evaluation capacity, but much more needs to be done. 24 per cent of decentralized offices have Monitoring and Evaluation Officers/Specialists to support the planning and implementation of decentralized evaluation plans.¹ Of the 17 existing Monitoring and Evaluation Officers/Specialists (see figure 1), 24 per cent hold a non-fixed term position, which lends itself to high turnover that can hinder evaluation capacity development efforts and evaluation performance of the office. While 59 per cent of multi-country and country offices appointed monitoring and evaluation focal points, these staff members provide only minimum support for the planning and implementation of decentralized evaluation plans. They do not necessarily have substantive expertise in evaluation and/or have only a small portion of their time dedicated to fulfilling this function. As of the end of 2013, 17 per cent of multi-country and country offices had not appointed a monitoring and evaluation focal point.

15. The inclusion of additional monitoring and evaluation staff at the multi-country and country office level is essential, particularly for those offices with substantial programmatic portfolios and investments, in order to strengthen the evaluability of programmes, monitoring systems and the country-level evaluation function. The continued absence of such dedicated expertise will have a significant bearing on the evaluative work of UN-Women and its capacity to promote gender-responsive evaluation in joint and/or system-wide evaluation at the country-level, particularly in evaluations of the United Nations Development Assistance Framework.

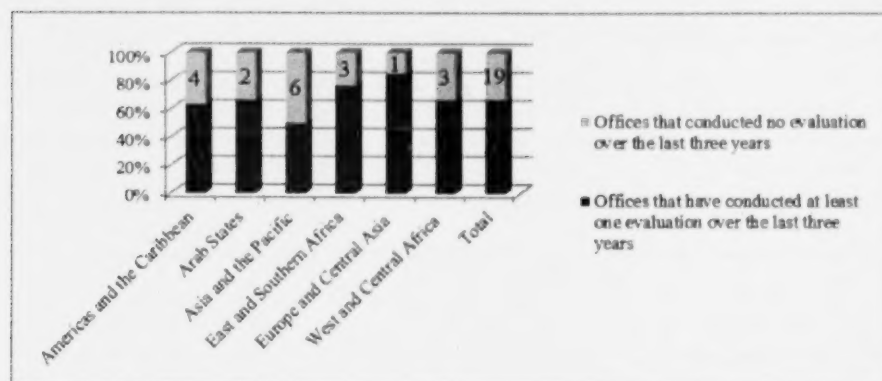
Key performance indicator 3: coverage and types of evaluations managed

16. Of the 58 decentralized offices, 67 per cent conducted at least one evaluation during the period from 2011 to 2013, whereas 33 per cent have not conducted any

¹ The Eastern and Southern Africa Regional Office, the Uganda Country Office and the Multi-Country Office in India had two monitoring and evaluation staff members. This brings the total number of Monitoring and Evaluation Officers/focal points to 51. In 2013, there were 58 decentralized offices, made up of 6 regional offices, 6 multi-country offices and 46 country offices, which reflected the recent development brought about by the regional architecture.

evaluation (see figure 2). While the rate of evaluation coverage is a positive development for a recently established entity such as UN-Women, systematic follow-up and oversight is needed to comply with the requirements of the evaluation policy.

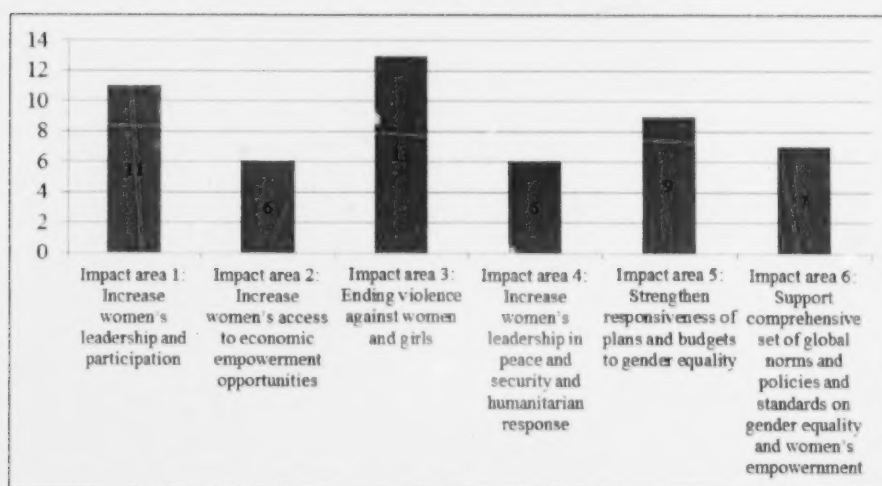
Figure 2
Evaluation coverage (2011-2013) by region



Source: UN-Women global evaluation oversight system.

17. The thematic coverage of evaluations covers all impact areas of the strategic plan, with the greatest consideration given to impact area 3: ending violence against women and girls (13 reports) and impact area 1: increase women's leadership and participation (11 reports). Each of the impact areas were considered in at least six reports (see figure 3).

Figure 3
Distribution of reports considering strategic plan impact areas



Source: UN-Women global evaluation assessment and analysis system.

18. Evaluations conducted in 2013 assessed the effectiveness of results at various levels: 50 per cent of reports assessed results at the level of outcomes, 31 per cent at the level of outputs and the remaining 19 per cent — mostly corporate and joint programme evaluations — set out to examine the contribution to longer-term results, usually considering the work of UN-Women work and preceding work by the United Nations Development Fund for Women (UNIFEM). The focus of the large majority of the evaluations (69 per cent) reflects the importance of assessing higher level results, which is a positive development in support of results-based management.

19. Of the 27 evaluations completed in 2013, one quarter were joint evaluations. The significant participation of UN-Women offices in joint evaluations is a step in the right direction towards United Nations coherence. However, evaluation reports assessed as being of “very good” quality were mostly directly managed by UN-Women. This reflects the complexity associated with joint evaluations.

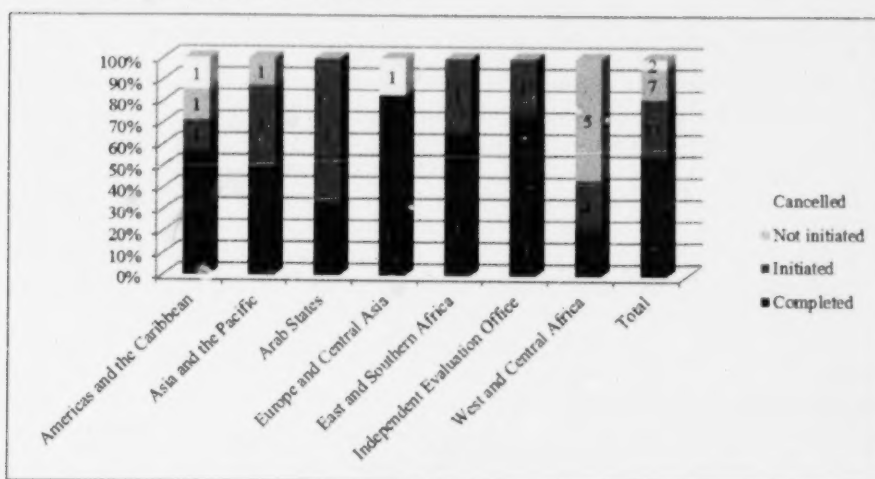
Key performance indicator 4: implementation rate of planned evaluations

20. The implementation rate of planned evaluations in 2013 was 82 per cent (55 per cent completed and 27 per cent ongoing). The highest proportion (30 per cent) of evaluations implemented or being implemented was from Eastern and Southern Africa. This was followed by Asia and the Pacific (17.5 per cent), Europe and Central Asia and Americas and the Caribbean (12.5 per cent each), West and Central Africa (10 per cent), and the Arab States (7.5 per cent). Corporate evaluation constituted 10 per cent.²

21. A total of 18 per cent of the evaluations planned were not implemented, made up of 14 per cent of evaluations that were not initiated and 4 per cent of evaluations that were cancelled (see figure 4). Of the total evaluations planned but not initiated in 2013, West and Central Africa constituted 55 per cent. This is understandable owing to the fact that the Regional Evaluation Specialist post was not established and the regional office and country offices were in the process of consolidation in 2013.

² The number of country offices in each region has a significant bearing in determining the number of evaluations in each region.

Figure 4
2013 evaluation implementation rate



Source: UN-Women global evaluation oversight system.

22. The systematic development and approval of monitoring, evaluation and research plans as part of the strategic note/annual workplan process undertaken in the fourth quarter of 2013 has put in place further systems to ensure the feasibility of evaluation planning through increasing the evaluation capacity of offices and prevention of over-planning for evaluations in 2014. In addition, two full-scale evaluability assessment exercises were conducted in the Asia and Pacific region in order to prepare for future evaluations.

Key performance indicator 5: submission rate of completed evaluation reports to the global accountability and tracking of evaluation use system

23. All UN-Women offices are to upload finalized evaluation reports into a global accountability and tracking of evaluation use system (available from gate.unwomen.org) within six weeks of completion, in accordance with the disclosure and dissemination requirements of the evaluation policy. In 2013, 100 per cent of completed reports were uploaded and made publicly available through the system. No data are available for previous years, as the system was established in 2012.

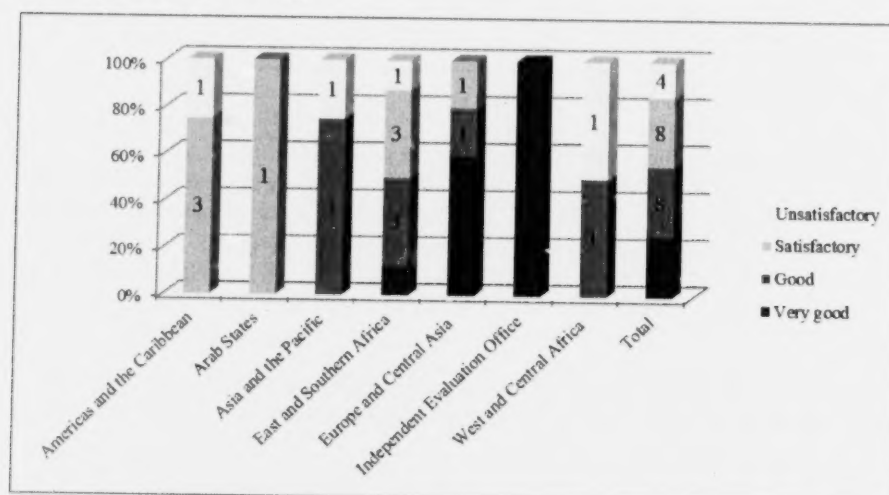
Key performance indicator 6: quality of evaluation reports

24. The Evaluation Office is taking a number of actions to assure the quality of evaluations. In the fourth quarter of 2013, the Office introduced the global evaluation reports assessment and analysis system. The new system is fully aligned with the evaluation reports standards of the United Nations Evaluation Group and with similar quality assessment methodologies used by other United Nations entities. The assessment and analysis system also integrates performance indicators and assessment on gender-responsive evaluation as required by the United Nations System-wide Action Plan. Unlike in previous years, the new system uses a qualitative approach to assess report quality. The introduction of this new set of

parameters and rating system, coupled with the requirements set out in the new evaluation policy, hindered comparison between the quality assessment of evaluations in 2013 and that of previous years. The results below therefore only cover the 2013 quality assessment results.

25. The meta-evaluation conducted by an external independent reviewer assessed the overall quality of all evaluations completed in 2013 (see figure 5). The assessment rated 85 per cent of evaluation reports “satisfactory” and above; 26 per cent were found to be “very good”, exceeding the quality standards in multiple parameters. This implies that evaluation reports can be used by offices with a reasonable degree of confidence to inform evidence-based planning and programming and to foster learning. However, four reports (15 per cent) were rated as “unsatisfactory.” This calls for continuous and systematic capacity development on evaluation, particularly at the decentralized level.

Figure 5
Quality of 2013 evaluations

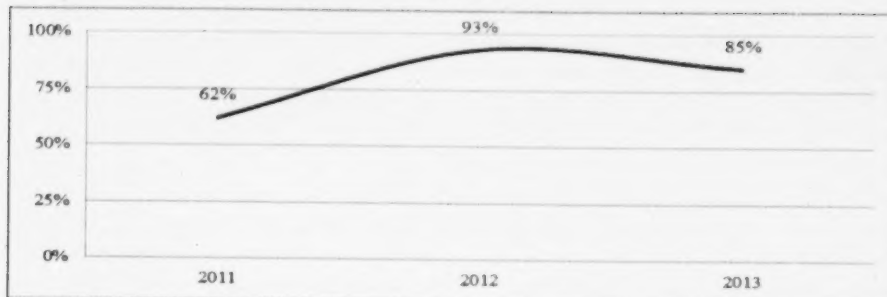


Source: UN-Women global evaluation oversight system.

Key performance indicator 7: use of evaluation, including management response

26. UN-Women promotes the use of evaluation by requiring management responses to be completed for all evaluations. The management response is uploaded into the accountability and tracking of evaluation use system and made public. In 2013, the percentage of completed evaluations with management response was 85 per cent, which is a decrease from 2012 (93 per cent) (see figure 6). Of the four evaluations with pending management responses, two of them were joint programme evaluations. The delay in developing and uploading management response is partly attributed to the complexity associated with joint production of management response.

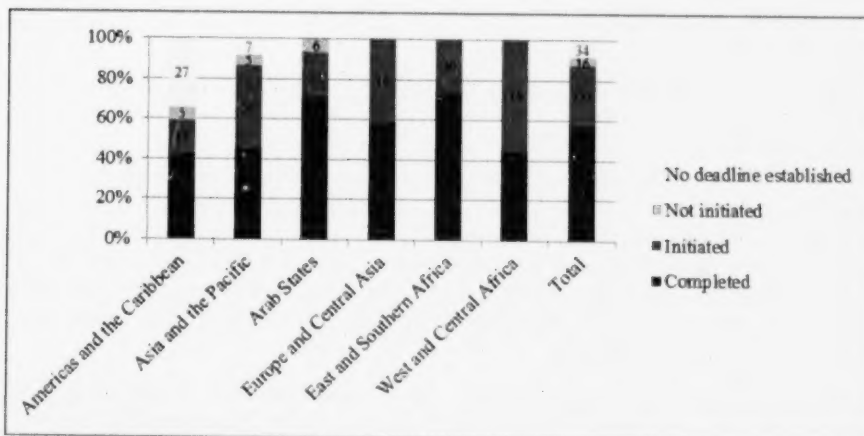
Figure 6
Trend in submission of management response



Source: UN-Women global evaluation oversight system.

27. UN-Women also tracks the implementation of management responses as a way to further ensure that recommendations are acted upon. The implementation rate of 407³ actions agreed to in management responses for 2012 was 88 per cent (58 per cent completed and 30 per cent ongoing), while 4 per cent were not initiated and 8 per cent do not have a specific deadline (see figure 7).

Figure 7
Implementation status of 2012 evaluation management responses/key actions by region



Source: UN-Women global evaluation oversight system.

28. In addition to the management response modality, UN-Women promotes the use of corporate evaluations through the development and dissemination of evaluation findings, through the publication of reports, evaluation policy briefs and webinars, as well as by actively communicating with stakeholders through evaluation conferences, electronic mailing lists and liaison with inter-agency platforms such as the United Nations Development Group.

³ Of the total 431 key actions reported in 2012, 24 key actions were dropped as they are no longer applicable.

C. Corporate evaluations

29. In order to provide a coherent framework within which useful evaluation evidence is systematically generated on the relevance, effectiveness, efficiency and, as far as possible, impact and sustainability of work in accordance with the UN-Women strategic plan, 2014-2017, the Evaluation Office developed the corporate evaluation plan, 2014-2017, to be presented at the annual session of the Executive Board, in June 2014.

30. The corporate evaluation plan outlines the corporate evaluations to be managed by the Evaluation Office during the period 2014-2017, in accordance with the strategic plan, 2014-2017. It foresees a total of 16 corporate evaluations in four years, including 7 major evaluations, 5 evaluations that are narrower in scope and 4 meta-analyses of decentralized evaluations.

31. The plan ensures comprehensive coverage of key results areas of the strategic plan by providing an assessment of all its thematic areas, including development and organizational effectiveness and efficiency results, coordination and normative work. The proposed corporate evaluation plan takes into account the corporate evaluations already managed under the corporate evaluation plan, 2012-2013, notably: evaluation of the contribution of UN-Women to preventing violence against women (presented at the second regular session of 2013), evaluation of the Entity's contribution to increasing women's leadership and participation in peace and security and humanitarian response (presented at the first regular session of 2014), and the joint evaluation on joint programmes on gender equality in the United Nations system, to be presented to the Board in 2014.

D. Strengthening the decentralized evaluation system and internal evaluation capacity

32. Field offices manage 89 per cent of UN-Women evaluations, reflecting the decentralized nature of the organization. This ensures that the evaluation function generates contextually relevant evidence that is most likely to be used by policymakers to inform national policies for gender equality and women's empowerment. However, it also poses a managerial challenge to ensure evaluations meet internationally agreed evaluation standards, such as the ones endorsed by the United Nations Evaluation Group.

33. In order to address this challenge, UN-Women has been implementing a systemic approach to enhance the evaluation function. The Evaluation Office, the Programme Division of UN-Women and the regional offices are working jointly to strengthen the decentralized evaluation function in a number of areas: enhancing strategic planning of evaluations, promoting and supporting the quality of evaluations, improving the use of evaluations and management responses and strengthening internal evaluation capacity.

34. In addition to the establishment of the global evaluation oversight system, in December 2013, the Evaluation Office launched the global evaluation reports assessment and analysis system, with the aim of improving the quality and use of decentralized evaluations. The assessment and analysis system uses the evaluation report standards of the United Nations Evaluation Group as a basis for review and assessment, while ensuring specific standards relevant to UN-Women. The system

provides an independent assessment of the quality and usefulness of evaluation reports. In addition, it serves knowledge management objectives by synthesizing evaluation findings, good practices and lessons learned and capacity development objectives by sending individual practical feedback to the relevant offices on how to improve the quality and usefulness of future evaluations. In order to support management accountability and transparency in evaluation, the Evaluation Office maintains the global accountability and tracking of evaluation use system, the public online system to access evaluation reports and related management responses.

35. The Evaluation Office, mainly through its regional evaluation specialists, provided support and technical assistance to field offices to strengthen results-based management and the evaluation culture and assist them in fulfilling responsibilities in line with the evaluation policy. Such support covered areas including the preparation of costed decentralized evaluation plans, a review of draft evaluation terms of reference and evaluation reports, the dissemination of evaluation reports and use of the global accountability and tracking of evaluation use system. Advisory services to Headquarters divisions were also provided upon request.

36. With a view to enhancing the strategic planning of evaluations at the decentralized level, the Evaluation Office contributed to the review of regional, multi-country and country office strategic notes, which also include monitoring, evaluation and research plans. As a result, all regional, multi-country and country offices developed multi-year costed decentralized evaluation plans aligned with their respective strategic notes. Approval of the monitoring, evaluation and research plans, together with the strategic notes, is a positive development in improving institutional commitment to the evaluation function.

37. As an integral part of its internal capacity-building efforts, the Evaluation Office conducted learning events for more than 250 staff members of UN-Women in Africa, the Americas and the Caribbean, Asia and the Pacific and in Arab States. These learning events resulted in an intensive exchange of knowledge and experience on gender-responsive evaluation, joint programmes and results-based management. More than 100 staff members participated in webinars organized by the Evaluation Office, jointly with other partners. Moreover, the Office maintained an online monitoring and evaluation network for facilitating exchange and learning on issues relating to monitoring and evaluation among UN-Women colleagues. The network reached 134 staff members globally.

III. System-wide coordination on evaluation on gender equality and the empowerment of women

38. The General Assembly established UN-Women to strengthen United Nations system efforts regarding to gender equality and the empowerment of women. UN-Women plays a leading role in system-wide coordination and accountability in this area of work. In its resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the Assembly called upon UN-Women and other organizations to strengthen evaluation capacity. UN-Women supports system-wide coordination on evaluation on gender equality and the empowerment of women, mainly through the six areas presented below.

A. Promoting gender-responsive evaluations through the United Nations Evaluation Group

39. The United Nations Evaluation Group is a voluntary network that brings together units responsible for evaluation in the United Nations system. It helps advance the relevance, effectiveness, efficiency, impact and sustainability of the United Nations system's work by promoting and strengthening evaluation. The group's central role has been to develop and advocate for common norms and standards for all United Nations evaluations. The norms and standards of the United Nations Evaluation Group underpin the professionalization of United Nations evaluation functions that enable United Nations entities to continue to learn and improve organizational effectiveness and responsiveness.

40. Acknowledging the rapidly evolving global landscape, the United Nations Evaluation Group commissioned an independent assessment of its performance. The assessment recommended that the Group increase its partnerships with other professional evaluation networks and organizations, revise its governance and decision-making structures and define a strategy.

41. As a result, the United Nations Evaluation Group developed a new strategy covering the period 2014-2019. This strategy sets the course for the future work of the Group, building on its past achievements. The Group's role and priorities have evolved to be of enhanced relevance and provide support for United Nations reform, by ensuring that: (a) evaluation functions and products of United Nations entities meet the norms and standards of the Group for evaluation; (b) United Nations entities and partners use evaluation in support of accountability and learning; (c) evaluation informs United Nations system-wide initiatives and emerging demands; and (d) the Group benefits from and contributes to an enhanced global evaluation community.

42. In late 2013, the Director of the Evaluation Office of UN-Women was elected as Vice-chair of the United Nations Evaluation Group, with a specific mandate to lead the Group's agenda on benefiting from and contributing to an enhanced global evaluation community. UN-Women will leverage this opportunity to develop synergies between members of the Group and the global evaluation community to enhance the professionalization of evaluation, including gender-responsive evaluations.

43. In 2013, the Evaluation Office contributed to the work of the United Nations Evaluation Group in the following areas:

(a) The Evaluation Office co-led the Group's Task Force on National Evaluation Capacity Development, which developed and published (in English, French and Spanish) a report containing practical tips on how to strengthen national evaluation systems. The user-friendly document presents good practices in strengthening national evaluation systems, as well as practical suggestions on where and how United Nations agencies can support national evaluation capacity development. In addition, in partnership with EvalPartners, it published the reports on the themes of "Evaluation and civil society" and "Voluntary organizations for professional evaluations: learning from Africa, the Americas, Asia, Australasia, Europe and the Middle East", highlighting a joint conceptual framework for national evaluation capacity development and good practices on the role of civil society organizations;

(b) The Evaluation Office actively participated in the Group's Task Force on Evaluation of Normative Work, contributing to the finalization of the "Handbook for conducting evaluations of normative work in the United Nations system" and ensuring all required gender-responsive elements for conducting an evaluation of normative work were included. The Evaluation Office also participated in the Group's Task Force on Impact Evaluation;

(c) With the purpose of learning and contributing to knowledge management of evaluation, the Evaluation Office contributed to the Group's Knowledge Management Group, whose objective is to create an environment conducive to knowledge management between members of the Group. Among its achievements, the Knowledge Management Group successfully launched the Group's Community of Practice, with approximately 150 members. It was also instrumental in the organization of webinars and brown bag sessions, as part of which UN-Women delivered the webinar on the System-wide Action Plan on Gender Equality and the Empowerment of Women evaluation performance indicator.

B. System-wide Action Plan on Gender Equality and Women's Empowerment: systematizing and harmonizing reporting on evaluation

44. The ultimate goal of the System-wide Action Plan on Gender Equality and the Empowerment of Women evaluation performance indicator is that all United Nations system entities meet the requirements in terms of integrating gender equality and empowerment of women in their respective evaluations. In 2013, during its Annual General Meeting, the United Nations Evaluation Group endorsed piloting of the technical note and scorecard for the System-wide Action Plan evaluation performance indicator, the purpose of which is to support more systematic and harmonized reporting through the use of a common tool that also allows for improved comparability across United Nations entities.

45. In order to support the actual piloting of the guidance and scorecard, the Evaluation Office organized training sessions, including via webinars, and established a help-desk function relating to the System-wide Action Plan.

46. In 2013, a total of 58 entities reported against the System-wide Action Plan evaluation performance indicator: 29.3 per cent of the entities that reported against this particular indicator reported "meeting requirements" and 29.3 per cent reported "approaching requirements." Only 3.4 per cent reported "exceeding requirements" and 12.1 per cent reported "missing requirements." A total of 25.9 per cent reported that the indicator was not applicable to their specific case either because no evaluations were conducted by the entity or as a result of the highly technical work of the entity.

47. UN-Women reported "meeting requirements" for the System-wide Action Plan evaluation performance indicator, based on an external independent assessment of all UN-Women corporate and decentralized evaluations. According to the review, UN-Women performed most strongly in relation to the methodology criteria, an area in which it exceeded requirements. Preparation criteria were found to meet requirements overall, with report use criteria approaching the required standards. The major challenge faced by UN-Women is articulating clear plans for evaluation

dissemination at the decentralized level. This area deserves great attention to make wider usage of evaluation findings and recommendations to promote gender equality and the empowerment of women.

C. System-wide evaluation policy

48. The General Assembly, in its resolution 67/226, requested the Secretary-General to establish an interim coordination mechanism for system-wide evaluation of operational activities for development of the United Nations system and to develop a policy for independent system-wide evaluation of those activities. The purpose of the system-wide evaluation policy is to establish a common and coherent United Nations system-wide institutional framework for carrying out independent system-wide evaluations of United Nations operational activities for development. The Evaluation Office contributed to the consultations leading to the development of the system-wide evaluation policy through the United Nations Evaluation Group, specifically emphasizing the inclusion of gender equality in the norms and standards for system-wide evaluation.

D. Strengthening regional United Nations evaluation groups

49. In 2013, the Evaluation Office actively contributed to regional United Nations evaluation groups to enhance evaluation capacities and skills, including in gender-responsive evaluations, at the regional level. For instance, working with the United Nations Environment Programme and the United Nations Human Settlements Programme (UN-Habitat), the Evaluation Office provided leadership for the launch of the Nairobi Inter-agency Evaluation Network. In the Americas and the Caribbean, UN-Women led the regional United Nations Inter-agency Working Group on monitoring and evaluation and contributed to United Nations Development Assistance Framework processes and evaluations in the region. Similarly, in Asia and the Pacific, the Office contributed to the inter-agency evaluation training for the United Nations Evaluation Development Group for Asia and the Pacific. These and other similar engagements in other regions made it possible to reach more than 450 United Nations staff and other partners. Participation in such regional platforms helped to promote United Nations coherence on evaluation and integration of gender equality perspectives.

E. Supporting joint evaluations and United Nations Development Assistance Framework evaluations

50. In addition to the joint evaluation of joint gender programmes at the corporate level, UN-Women also supports evaluations of the United Nations Development Assistance Framework and United Nations country team task forces on monitoring and evaluation at the country level. In addition, in 2013, one quarter of UN-Women evaluations were joint evaluations.

F. Gender equality evaluation portal: evidence-based knowledge on the Internet

51. The number of evaluations available through the gender equality evaluation portal has continued to increase throughout 2013. The database now contains 352 reports from 55 different entities (an increase of 20 per cent from 2012), with a rise in the number of reports from Arab States (increase of 45%), from Africa (increase of 43%), Europe and Central Asia (increase of 25%), Americas and the Caribbean (increase of 21%), Asia and the Pacific (increase of 12%) and at the global level (increase of 8%) (see table 2). The database has been updated and users are now able to join the community of practice and contribute their reports on an annual basis. Lessons learned and good practices identified in the evaluation reports available in the portal will be analysed and synthesized in a joint systemic review, to be initiated in 2014.

Table 2
Gender equality evaluations by region

<i>Region</i>	<i>2012</i>	<i>2013</i>
Africa	44	63
Americas and the Caribbean	28	34
Arab States	24	35
Asia and the Pacific	77	87
Europe and Central Asia	31	39
Global	87	94
Total	291	352

Source: Gender equality evaluation portal.

IV. Supporting national and regional gender-responsive evaluation capacities

A. EvalPartners: an innovative global partnership to enhance evaluation capacities at the national and regional levels

52. While UN-Women is a co-founder of EvalPartners, the global partnership initiative to strengthen national and regional capacities for equity-focused and gender-responsive evaluation systems, and has been actively engaged in the partnership since its launch, in 2013 UN-Women replaced the United Nations Children's Fund (UNICEF) in representing United Nations entities within EvalPartners. The partnership, co-led by UN-Women and the International Organization for Cooperation in Evaluation, the world federation representing 150 volunteer organizations for professional evaluation, is a network of 55 organizations coming together to leverage synergies based on the added value of each organization, which include, among others: all regional volunteer organizations for professional evaluation; United Nations entities (the United Nations Evaluation Group, the United Nations Development Programme, UN-Women, UNICEF and the United

Nations Volunteers programme); governments from the global South and North, (Finland, Mexico, Spain, Sri Lanka, Switzerland and United States of America); the Network on Development Evaluation (EvalNet) of the Development Assistance Committee of the Organization for Economic Cooperation and Development; multilateral banks (the African Development Bank); private foundations (the Rockefeller Foundation and the MasterCard Foundation); and other major stakeholders.⁴

53. Based on the conceptual framework on National Evaluation Capacity Development, developed by leaders from the United Nations Evaluation Group, the World Bank, the Development Assistance Committee of the Organization for Economic Cooperation and Development and the International Organization for Cooperation in Evaluation, under the EvalPartners initiative, EvalPartners seeks to strengthen: (a) an enabling environment for evaluation; (b) institutional capacities to demand, manage and use evaluations; and (c) individual capacities of evaluators to conduct credible and useful gender-responsive evaluations.

B. Strengthening an enabling environment for evaluation by declaring 2015 the International Year of Evaluation

54. EvalPartners is a wide and diverse partnership that works to advocate for environments that enable good quality and gender-responsive evaluations at the international, regional and national levels. In 2013, senior leaders from volunteer organizations for professional evaluation, developing and developed countries and United Nations entities met to develop a strategy to strengthen enabling environments for evaluation.

55. The strategy tries to strengthen the demand for and use of good quality gender-responsive evaluation to inform public policies at the global and national levels. In that context, EvalPartners declared 2015 the International Year of Evaluation at the International Conference on National Evaluation Capacities, held in São Paulo, Brazil, in 2013. This led 160 participants from 63 countries to commit themselves to strengthen the demand for and use of evaluation in their own countries and organizations, including by declaring 2015 the International Year of Evaluation in their own countries. At the global level, the United Nations Evaluation Group also endorsed it at its Annual General Meeting of 2013, and the Secretary-General spoke about the strategic importance of evaluation at the Evaluation Week organized by the Group at United Nations Headquarters, highlighting that evaluation “is essential. The current constrained budgetary climate makes it more important than ever. All of us share a responsibility to strengthen the evaluation function.”

56. A practical toolkit for national stakeholders to develop their own advocacy strategy, based on the local context, was published by EvalPartners, UN-Women and the International Organization for Cooperation in Evaluation, in partnership with the United Nations Evaluation Group and the Network on Development Evaluation of the Development Assistance Committee of the Organization for Economic

⁴ Additional information on EvalPartners is available from www.mymande.org/evalpartners; information on the publications, events and courses referred to in section IV of the present report is available from the “MyM&E” portal www.mymande.org.

Cooperation and Development, to facilitate initiatives at the local and national levels.

57. Declaring 2015 as the International Year of Evaluation is intended to contribute to high-level debates at the international and national levels on the role of evaluation in good governance for equitable human development. It will enable the positioning of evaluation in the policy arena, including by raising awareness of the importance of embedding evaluation in the processes associated with the implementation of the forthcoming sustainable development goals at the international and national levels.

C. Strengthening institutional capacities to demand, manage and use evaluations

58. In 2013, EvalPartners carried out an international mapping of regional and national volunteer organizations for professional evaluation. The mapping found 155 such organizations in 110 countries, with a cumulative total of 34,000 members, and several case studies were produced, published and disseminated.

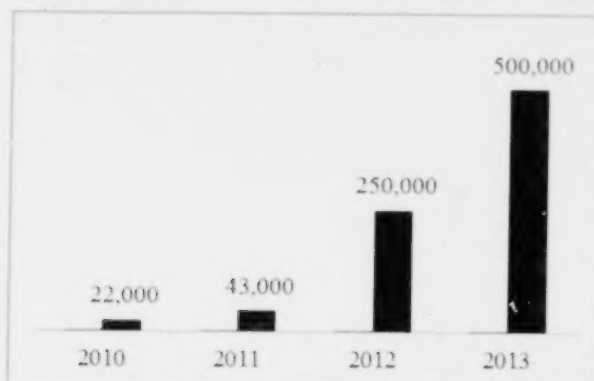
59. To take advantage and build on existing capacities, EvalPartners launched a peer-to-peer mutual support programme. The programme enabled 32 national and 6 regional volunteer organizations for professional evaluation to support each other by sharing context-relevant experiences for facilitating peer mentoring. Building on the success of the programme, and based on the principle of crowdsourcing, EvalPartners also launched an innovation challenge to stimulate ideas to strengthen the capacities to demand and use evaluation in policymaking. One of the five winning ideas was instrumental in the creation of the Parliamentarians Forum on Development Evaluation in South Asia, the objective of which is to demand the development of national evaluation policies and effective national evaluation systems in South Asian countries.

D. Strengthening individual capacities of evaluators to conduct credible and useful gender-responsive evaluations

60. EvalPartners also facilitated global learning on evaluation, mainly by enhancing the web portal "My M&E", a user-friendly knowledge management system for strengthening national evaluation capacity. In addition to being a learning resource, the portal facilitates the strengthening of a global evaluation community, while identifying good practices and lessons learned. It has quickly become the global hub for national evaluation capacities.

Figure 8

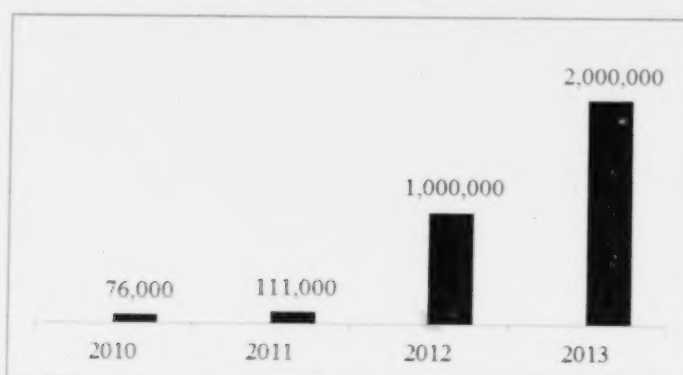
Total cumulative number of visitors to EvalPartners "MyM&E" platform



Source: MyM&E statistics, December 2013.

Figure 9

Total cumulative number of page downloads of EvalPartners "MyM&E" platform



Source: MyM&E statistics, December 2013.

61. The total cumulative number of visitors has increased from 22,000 in 2010 to 500,000 in 2013, with visitors from more than 168 countries. Page downloads increased from 76,000 pages in 2010 to 2,000,000 in 2013.

62. The results have been reached thanks to the strategic and effective use of new technologies. Since the launch of the portal, EvalPartners organized 44 live webinars, with a cumulative total of 3,300 participants. Based on the feedback received by participants, EvalPartners decided to launch a new innovative strategy to reach thousands of evaluators in developing countries in a cost-efficient manner: a massive open online course on development evaluation.

63. As of the end of 2013, the course reached a cumulative total of 18,000 registered participants from 178 countries. While the course was designed mainly for evaluators in developing countries, its quality also attracted evaluators from developed countries: 69 per cent are from developing countries, while 31 per cent are from developed countries. Despite concerns regarding the low speed of Internet

connectivity in Africa, the biggest group of participants is from that region: 36 per cent from Africa, 20 per cent from Asia, 25 per cent from North America, Latin America and the Caribbean, 15 per cent from Europe and 4 per cent from Oceania.

64. In terms of organizational affiliation, participants work in different types of organizations: 28 per cent are from civil society organizations, 21 per cent from United Nations entities, 16 per cent from the private sector, 17 per cent from governments, 9 per cent from universities and the remaining 9 per cent are listed as "others".

65. The course proved to be very cost-effective. While the courses are free for the participants, the total cost for EvalPartners is approximately \$5 per participant. However, this cost includes the up-front cost for the development of the e-learning platform. The annual cost to run the entire programme, excluding the up-front cost, is \$3 per participant.

E. Direct partnerships with regional organizations

66. The independent Evaluation Office forged strategic partnerships with national and regional evaluation networks. During the period under review, the Office strengthened its partnership with the Africa Gender and Development Evaluators Network, the Network for Monitoring, Evaluation and Systematization in Latin America and the Caribbean and the Community of Evaluators in South Asia. The Office also contributed to global and regional professional events such as the biennial South Asia Evaluation Conclave, in Nepal, a round-table series on gender and evaluation in South Asia organized in partnership with other United Nations entities and the "Clear" initiative of regional centres for learning on evaluation and results, supported by the World Bank, the eleventh conference of the Monitoring and Evaluation Network in Latin America and the Caribbean, held in Peru, and the International Conference on National Evaluation Capacities, in Brazil. In Africa, the Office led a session on the integration of gender equality and human rights in evaluation during the national monitoring and evaluation week in Kenya.

V. Proposed programme of work for the independent Evaluation Office, 2014

67. The programme of work for 2014 is aligned with the evaluation policy and contributes to the operational effectiveness and efficiency framework of the strategic plan of UN-Women. It closely follows the strategic plan, 2014-2017, in which the independent Evaluation Office is requested to develop an annual workplan, specifying the processes, activities and results to be achieved each year in relation to the four key results areas outlined below.

A. Implementation of effective corporate evaluation systems

68. UN-Women will maintain and enhance effective corporate evaluation systems for evaluation planning, management and use. The independent Evaluation Office will work on strengthening evaluation governance systems and consolidating a robust evaluation function. The Office will initiate two major corporate evaluations:

(a) a formative thematic evaluation of the contribution of UN-Women to women's economic empowerment, and (b) a joint systemic review of gender equality in development. The external assessment of the evaluation function will be undertaken by the Joint Inspection Unit as part of the external assessment of the evaluation function of United Nations entities and the peer review of the Entity's evaluation policy will be implemented by the United Nations Evaluation Group.

B. Implementation of effective decentralized evaluation systems

69. The independent Evaluation Office will support regional, multi-country and country offices in strengthening decentralized evaluation culture and practice by ensuring their active engagement in the implementation of the evaluation policy. Regional evaluation strategies will be developed to ensure the alignment of the evaluation function to the needs of different regions. Internal evaluation capacities will be strengthened through the consolidation of existing evaluation guidance and the development of internal e-learning courses, to be piloted in 2015. Knowledge management systems for evaluation will be strengthened to facilitate the sharing of information and knowledge on good practices on evaluation, through the publication of evaluation briefs and newsletters and the expansion of the evaluation community of practice within UN-Women. In order to improve the quality and use of decentralized evaluations, the independent Evaluation Office will maintain and enhance the global accountability and tracking of evaluation use system, as well as provide technical assistance for evaluation through regional evaluation specialists. The independent Evaluation Office will maintain and enhance the global gender evaluation repository and roster of evaluation consultants with gender equality and human rights expertise.

C. Promotion of United Nations coordination on gender-responsive evaluation

70. UN-Women will provide leadership and actively participate in the United Nations Evaluation Group and regional United Nations evaluation groups. The Director of the independent Evaluation Office, as Vice-chair of the United Nations Evaluation Group, will lead the strategic objective on partnerships and staff of the Office will continue to take part in respective taskforces and working groups to ensure that gender equality is addressed across inter-agency evaluation work. The alignment of UN-Women with United Nations system policies and reforms regarding evaluation will also be promoted. The Office will support inter-agency capacity-building on gender-responsive evaluation by leading the development of an e-learning course on gender-responsive evaluation, to be designed and implemented jointly with key stakeholders, and by enhancing the communication and dissemination of the guidance on gender equality and human rights of the United Nations Evaluation Group. The Office will contribute to the system-wide accountability frameworks on gender equality by supporting the reporting of United Nations entities on the System-wide Action Plan evaluation performance indicator and providing a help desk and training on the System-wide Action Plan to the United Nations Evaluation Group. The Office will also continue its engagement in evaluations in the context of the United Nations Development Assistance Framework.

D. Strengthening of national evaluation capacities for gender-responsive monitoring and evaluation systems

71. UN-Women will promote the demand, supply and use of gender-responsive national evaluation systems by continuing to co-lead EvalPartners jointly with the International Organization for Cooperation in Evaluation, as well as partnering with other volunteer organizations for professional evaluation. This partnership will strengthen the institutional capacity of such organizations by facilitating peer-to-peer mutual support programmes and South-South initiatives, while facilitating cooperation between government-led national evaluation systems and professional evaluation associations. It will also strengthen individual evaluators' capacities, including on gender-responsive evaluations, through the "MyM&E" knowledge management platform for national evaluation capacity development (see para. 60) and massive open online courses. The independent Evaluation Office will actively participate in implementing the International Year of Evaluation and will provide technical assistance to integrate gender equality perspectives into national evaluation systems and policies in selected countries.

E. Approved budget for the 2014 workplan of the independent Evaluation Office

72. The budget of core resources for the independent Evaluation Office, for 2014, is \$1,730,000, with an additional \$1,300,000 to cover the costs of the regional evaluation specialists. The budget includes staff costs and workplan categories: corporate evaluations, support to decentralized evaluation systems, and support for United Nations coordination on gender responsive evaluation. In addition to core programmable resources, the salaries of five staff members are covered by the institutional budget, amounting to \$876,740.

73. The independent Evaluation Office also received the following cost-sharing funds: \$675,000 from Switzerland to strengthen the internal evaluation function, and \$350,000 from Finland and \$125,000 from the United States Agency for International Development, to support EvalPartners.

Annex I**Evaluations completed in 2013**

<i>Corporate decentralized</i>	<i>Title of evaluation</i>	<i>Country</i>	<i>Evaluation type</i>	<i>Report quality</i>
Corporate	Thematic evaluation on the contribution of UN-Women to preventing violence against women and girls and expanding access to services	Global	Thematic	Very good
	Thematic evaluation on the contribution of UN-Women to increasing women's leadership and participation in peace and security and humanitarian response	Global	Thematic	Very good
	Joint evaluation of joint programmes on gender equality in the United Nations system	Global	Joint evaluation	Very good
Arab States	Final evaluation of the Mehwar Center for the protection and empowerment of women and their families	Country office for Palestine	Programme evaluation	Satisfactory
Asia and the Pacific	Final evaluation of the support to the Government of Afghanistan through the commission on the elimination of violence against women to implement the law on eliminating violence against women and assistance to women victims	Country office for Afghanistan	Project evaluation	Good
	Mid-term evaluation of the anti-human trafficking programme	Multi-country office for Bhutan, India, Maldives and Sri Lanka	Project evaluation	Unsatisfactory
	Final evaluation of the programme on sustaining the gains of foreign labour migration through the protection of migrant workers' rights	Country office for Nepal	Programme evaluation	Good
	Final evaluation of project on "making politics work with women" in Nepal	Country office for Nepal	Project evaluation	Good

<i>Corporate decentralized</i>	<i>Title of evaluation</i>	<i>Country</i>	<i>Evaluation type</i>	<i>Report quality</i>
Europe and Central Asia	Final external formative evaluation of the project on women for equality, peace and development in Georgia	Country office for Georgia	Programme evaluation	Very good
	Final evaluation of "Women connect across conflicts: building accountability for implementation of Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009) and 1889 (2009)"	Multi-country office for Central Asia (Kazakhstan)	Programme evaluation	Good
	Final evaluation of the project on promoting gender-responsive budgeting in South-Eastern Europe	Multi-country office for Bosnia and Herzegovina	Project evaluation	Very good
	Final evaluation of the project on advancing women's economic and social rights in Montenegro and Serbia	Multi-country office for Bosnia and Herzegovina	Project evaluation	Very good
	Final evaluation of the project on advancing the implementation of Security Council resolution 1325 (2000) in the western Balkans	Multi-country office for Bosnia and Herzegovina	Programme evaluation	Satisfactory
Eastern and Southern Africa	Final evaluation of the 2010-2013 programme in Burundi	Country office for Burundi	Country-level evaluation	Unsatisfactory
	Evaluation of the joint programme on gender equality and women's empowerment	Country office for Ethiopia	Programme evaluation	Good
	Final evaluation of gender and governance programme	Country office for Kenya	Programme evaluation	Satisfactory
	Evaluation of action taken by UN-Women concerning the prevention and elimination of violence against women, with a focus on the awareness-raising campaign "UNiTE to End Violence against Women"	Country office for Mozambique	Project evaluation	Satisfactory
	Final evaluation of Isange one-stop centres	Country office for Rwanda	Programme evaluation	Satisfactory
	Evaluation of joint programme on gender equality	Country office for Uganda	Country-level evaluation	Good

<i>Corporate decentralized</i>	<i>Title of evaluation</i>	<i>Country</i>	<i>Evaluation type</i>	<i>Report quality</i>
Americas and the Caribbean	Final evaluation of the gender support programme	Country office for Zimbabwe	Programme evaluation	Good
	Evaluation of UN-Women support to the International Conference on the Great Lakes Region	Regional Office for Eastern and Southern Africa	Project evaluation	Very good
	Final evaluation of the "Young Women Citizens" programme	Country office for Brazil	Programme evaluation	Satisfactory
	Final evaluation of the "Safe Cities" programme	Country office for Guatemala	Programme evaluation	Satisfactory
	Evaluation of the partnership agreement between the National Commission for the Development of Indigenous People and UN-Women within the framework of the programme of action for gender equality with indigenous peoples	Country office for Mexico	Programme evaluation	Unsatisfactory
West and Central Africa	Longitudinal evaluation of Grenada's "Man-to-man batterer intervention" programme	Multi-country office for the Caribbean (Barbados)	Pilot evaluation	Satisfactory
	Evaluation of joint programme on gender equality and women's economic empowerment	Country office for Liberia	Programme evaluation	Good
	Final evaluation of the programme on advancing gender justice in democratic governance in Mali	Country office for Mali	Programme evaluation	Unsatisfactory

Annex II

Evaluation in funds managed by UN-Women

Fund for Gender Equality

1. The Fund for Gender Equality was launched in 2009 to fast-track commitments to gender equality. It provides grants to local women-led organizations and government partners to advance women's economic and political empowerment. In 2013, the Fund managed an active portfolio totalling \$46.5 million, covering 69 grants worldwide.

2. The internal policies of the Fund required that each grantee allocate between 10 per cent and 12 per cent of their grant for monitoring and evaluation activities in 2013. Four regional monitoring and reporting specialists, based in the field and a programme and reporting specialist at Headquarters supported the evaluations of the Fund's grantees. In addition, the Fund has a network of 40 UN-Women focal points who play an important role in ensuring the monitoring and evaluation of programmes. The Fund provided continuous support and technical assistance to focal points and its grantees through training and guidance development for monitoring and evaluation, in 2013.

3. The Fund made improvements related to evaluation by developing a comprehensive grantee implementation guide, a focal point guide and a results-based management guide to strengthen capacities of grantees to plan, manage and evaluate their programmes. It also invested in building information systems to strengthen reporting, monitoring, data collection and analysis of grants by developing an electronic grant management system that will be fully operational in 2014.

4. The Fund organized four regional meetings in 2013, which resulted in increased capacity of 150 grantee representatives and 30 focal points on results-based management, implementation and monitoring and evaluation. A training curriculum on results-based management, including evaluation, was developed, tested and finalized, and is now available for grantees.

5. In 2013, 3 final evaluations and 11 midterm evaluations were planned by the Fund grantees; of those planned evaluations, 2 final evaluations and 7 midterm evaluations were completed. The budget for completed evaluations amounted to \$265,000.

United Nations Trust Fund in Support of Actions to Eliminate Violence against Women

1. The United Nations Trust Fund in Support of Actions to Eliminate Violence against Women is a multilateral grant-making mechanism established in 1996 pursuant to General Assembly resolution 50/166. The Trust Fund is administered by UN-Women on behalf of the United Nations system.

2. In 2013, 14 grantees planned and budgeted for final external evaluations; 13 evaluations were completed within 2013. The total amount spent for evaluations

in 2013, as reported to date, was \$271,629.^a The Trust Fund grantees are expected to manage their own external evaluations, with the secretariat of the Trust Fund and regional and country offices of UN-Women providing oversight, and upon request, technical support.

3. In 2013, the Trust Fund maintained one monitoring and evaluation specialist to provide technical support to grantees in the preparation and management of their project evaluations, as well as to support evaluation needs within the secretariat of the Trust Fund.

4. In 2013, the Trust Fund launched the new online grants management system. Grantees are now using the system to prepare and submit their progress and annual reports, which provides more systematic monitoring data to be used for their final external evaluations. Towards the end of 2013, the Trust Fund started developing a template for monitoring missions in order to standardize data collection and data aggregation and analysis across various grantee projects.

5. As in previous years, in order to enhance the capacities of recently funded grantees in the areas of evidence-based programming and monitoring and evaluation, the Trust Fund convened a five-day capacity development workshop for 12 grantee organizations. The workshop focused on providing guidance for partners on results-based planning and monitoring and evaluation and included two specific sessions to train the participants on how to prepare, design and manage external project evaluations.

^a The final total expenditure for three evaluations (by the Population Council Guatemala, the United Nations country team in Panama and the United Nations country team in Nepal) has not been reported to the Trust Fund and is pending the submission by the grantee of final financial reports.



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Audit matters

Report on internal audit and investigation activities for the period from 1 January to 31 December 2013

Summary

The present report provides information on the internal audit and investigation functions carried out for the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) for the period from 1 January to 31 December 2013. The internal audit function for UN-Women is carried out by the UN-Women Audit Unit of the Office of Audit and Investigations of the United Nations Development Programme in accordance with the financial regulations and rules of UN-Women (UNW/2012/6, annex I). The investigation function is carried out by the Office's Investigations Section. Information on the actions undertaken and the management response to the present report are annexed to the report and available on the website of UN-Women. The report of the Audit Advisory Committee of UN-Women and the management response thereto are contained in the addendum to the present report (UNW/2014/4/Add.1).

The Executive Board may wish to: (a) take note of the present report; (b) express its continuing support for the audit and investigation functions provided by the Office of Audit and Investigations; and (c) take note of the report of the Audit Advisory Committee and the management response thereto.



I. Introduction

1. The Office of Audit and Investigations of the United Nations Development Programme (UNDP) hereby submits to the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) its report on internal audit and investigation activities relating to UN-Women for the year ended 31 December 2013.

II. Assurance in UN-Women

2. To achieve the goal of providing assurance with regard to governance, risk management and control systems, audits conducted by the UN-Women Audit Unit should focus on those areas of governance, management and operations assessed as posing the highest financial, reputational, legal and functional risks to UN-Women and the achievement of its goals.

A. Mandate

3. The internal audit function for UN-Women is carried out by the Office of Audit and Investigations in accordance with the financial regulations and rules of UN-Women (UNW/2012/6, annex I) and biennial service level agreements, the first of which was signed on 5 December 2011. The dedicated UN-Women Audit Unit was established by the Office in 2012, with two audit posts. In the light of the roll-out of the regional architecture of UN-Women and the organizational size of the Entity, the staffing level of the Audit Unit was increased from two to four audit posts and an amendment to the initial service level agreement was signed in December 2012. In 2013, the recruitment process was completed, and the four audit posts have been filled with effect from December 2013. A new service level agreement maintaining the four audit posts was signed on 6 December 2013 for the biennium 2014-2015.

4. The Office of Audit and Investigations confirms to the Executive Board that it conducts its audits in accordance with the International Standards for the Professional Practice of Internal Auditing and the Code of Ethics established by the Institute of Internal Auditors.

5. In addition, the Office confirms that in 2013 it was operationally independent of the management of UN-Women and was free to determine the scope of its audits and investigations in accordance with international standards.

B. Independent external oversight

6. The Audit Advisory Committee consists of five independent external experts. The Committee was established in September 2012 to provide the Under-Secretary-General/Executive Director with independent advice on good practices regarding the accountability framework, systems and risk management of UN-Women. The Committee also reviews the Audit Unit's audit strategy, annual workplan, budget, audit risk assessment models, quarterly activity reports and resources, audit reports

and investigation activities. The Committee provided comments on the draft annual report to the Executive Board.

7. The Audit Unit coordinates its work with the Board of Auditors.

C. Risk-based audit planning

8. The 2013 audit plan was formulated after a risk assessment of the auditable areas of UN-Women had been conducted, in consultation with senior management, relevant divisions and other stakeholders. The planned audits of the Board of Auditors were also considered in order to avoid the duplication of efforts in providing assurance to the Under-Secretary-General/Executive Director and the Board. The risk assessment is reviewed every year for relevance.

9. The final selection of the field-based offices and headquarters units to be audited for 2013 was based on: (a) the risk ranking of the offices/headquarters units; (b) the regional priorities of UN-Women management; and (c) the audit strategy that requires those offices rated as very high-risk to be audited every two years, those rated as high-risk every three years, those rated as medium-risk every four years and those rated as low-risk every five to six years, subject to audit capacity. In 2013, the Audit Unit reviewed country offices that were ranked as high- and medium-risk.

10. The 2013 audit plan was reviewed by the Audit Advisory Committee in January 2013 prior to its submission to and approval by the Under-Secretary-General/Executive Director, in February 2013.

D. Audit reports issued in 2013

11. The audit reports for seven field-based offices were issued in 2013: the country office in Afghanistan (report No. 982, issued on 11 April 2013); the subregional office in India (report No. 1121, issued on 7 June 2013); the subregional office in Kenya (report No. 1077, issued on 28 June 2013); the country office in the Democratic Republic of the Congo (report No. 1220, issued on 29 October 2013); the country office in South Sudan (report No. 1221, issued on 31 October 2013); the country office in Colombia (report No. 1222, issued on 1 November 2013); and the country office in Haiti (report No. 1224, issued on 18 December 2013). All the reports are available from <http://audit-public-disclosure.unwomen.org>.

12. Most of the audit reports issued in 2013 covered activities carried out by UN-Women offices in 2012; hence, the audit results generally reflect the status of programmes and operations during that year. The seven full-scope audits covered programmatic and operational activities of the UN-Women offices and represented expenditures of approximately \$39 million, or 17 per cent of the total of \$235 million in expenditure, as recorded in the Entity's enterprise resource planning system, Atlas.

E. Audit ratings

13. On the basis of the results of an audit, the Office of Audit and Investigations generally assigns an overall audit rating, in terms of its assessment of governance,

risk management and control processes. The Office assessed only one (14 per cent) of the seven offices as unsatisfactory, which meant that internal controls, governance and risk management processes either had not been established or were not functioning well and that the achievement of the overall objectives of the audited entity might be seriously compromised. Four (57 per cent) of the audited offices were assessed as partially satisfactory, meaning that one or several issues were identified that might negatively affect the achievement of their objectives. The remaining two offices (28 per cent) were assessed as satisfactory, as no issues were identified that might significantly affect the achievement of their objectives.

III. Disclosure of internal audit reports

14. In accordance with Executive Board decision 2012/10 (see UNW/2012/16), internal audit reports are publicly disclosed 30 days after their issuance to management and the Member States concerned, which are permitted to review them and request a redaction should there be sensitive information that could reflect negatively on a third party. The public disclosure website became operational on 7 May 2013. All 2013 internal audit reports were publicly disclosed on the UN-Women website without redaction.

15. The public disclosure of the internal audit reports attests to the commitment of UN-Women to organizational transparency and promotes accountability with its development partners.

IV. Staffing and budget

Staffing

16. In 2013, UN-Women took action to address the issue of inadequate resource allocation to the Audit Unit, as raised by the Board of Auditors in 2012, by authorizing two additional audit posts. The two posts (one P-3 and one P-4) were encumbered in October and December 2013, respectively. At 31 December 2013, the Unit had four posts dedicated to the conduct of UN-Women audits.

Budget

17. In 2013, the Audit Unit had an overall budget of \$0.9 million, representing an increase of approximately \$0.3 million compared with the 2012 budget. The audit and investigations expenditures amounted to \$0.7 million, which indicated underspending of the budget by 22 per cent, owing mainly to delays encountered in completing the recruitment processes for the two additional staff members.

V. Significant internal audit results

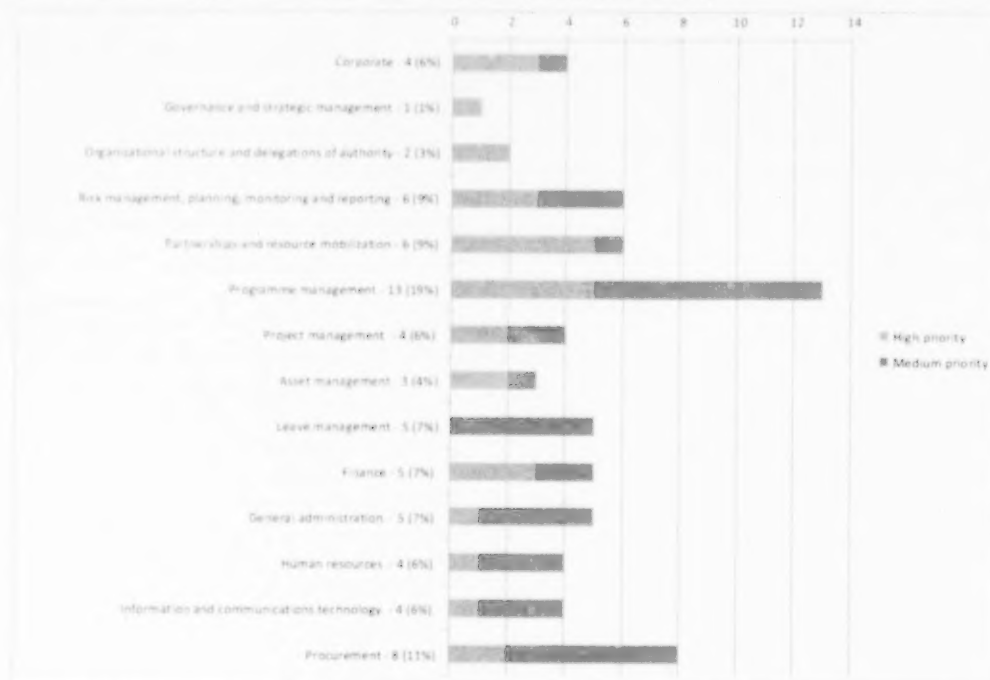
18. The scope of a field office audit generally covers activities related to: (a) governance and strategic management; (b) programme activities (programme and project management, partnerships and resource mobilization); and (c) operations (human resources, finance, procurement, information and communications technology, asset management, leave management, safety and security, general administration and operational support provided by UNDP).

19. In 2013, the Office of Audit and Investigations issued seven reports relating to audits of field-based offices.

20. The seven reports concerned the audits of five country offices and two subregional offices. Altogether, those audits resulted in 70 recommendations, including 4 (6 per cent) that dealt with corporate issues. Three of those issues were related to governance, specifically, the lack of policies and procedures regarding segregation of duties, the lack of risk management policies and procedures, and the lack of a host country agreement specific to UN-Women. The fourth corporate issue concerned the lack of guidance with respect to the proper set-up and use of Atlas for the recording and monitoring of programme/project activities and expenditures.

21. Although management has been responsive to office-specific recommendations, as indicated in section VI below, the Audit Unit observed some consistency between the issues raised in the 2012 annual report and those referred to in the present report. A further analysis of all the recommendations revealed the re-emergence of some issues, such as: (a) difficulties encountered during the roll-out of the regional architecture related to operational and programmatic capacities (seven offices); (b) delays in strategizing and initiating the mobilization of funds (four offices); (c) inadequate project monitoring and oversight processes and the lack of a project monitoring framework plan (five offices); (d) inadequate procurement planning (four offices); (e) weaknesses in the management of advances to implementing partners (six offices) and (f) weaknesses in asset management, including incomplete and/or outdated asset lists in Atlas, failure to carry out physical inventories, and untagged assets (six offices).

22. Of special concern was the proportion of audits that noted issues relating to project advances to implementing partners (71 per cent) and the absence or inadequacy of a resource mobilization strategy (57 per cent).

Distribution and prioritization of audit recommendations in 2013^a

^a Total number of recommendations: 70.

23. As at 31 December 2013, 19 of the 70 recommendations made in 2013 had been fully implemented, with 51 still outstanding, of which 23 (45 per cent) pertained to reports issued in the last quarter of 2013. Of the 51 outstanding recommendations, 24 (47 per cent) were ranked as high-priority.

VI. Follow-up on audit recommendations

24. The audit reports issued between 1 September 2010 and 31 December 2013 included a total of 177 audit recommendations. As at 31 December 2013, 10 of the 177 recommendations had been withdrawn, as they were no longer relevant, owing to the changes in the organizational structure and operations of UN-Women. Of the remaining 167 recommendations, 112 (67 per cent) had been fully implemented, 30 (18 per cent) were in the process of being implemented, and implementation activities had yet to be started for 25 (15 per cent).

25. Of the 30 recommendations in the process of being implemented as at 31 December 2013, 4 (2 per cent) had been outstanding for more than 18 months without being fully implemented. All long-outstanding recommendations were implemented during the first quarter of 2014.

26. Of the 25 recommendations whose implementation had not yet started, 23 related to audit reports issued in the fourth quarter of 2013.

VII. Advisory services

27. The Audit Unit continued to provide, upon request, advice to UN-Women managers at headquarters and field offices. The advice covered a range of topics, including: donor requests for information; non-renewal of the lease agreement; detailed assignments; recommendations for interim coverage of a Deputy Representative post; the writing-off of receivables; audits of projects implemented by national Governments or non-governmental organizations, the determination of the useful life of assets; audit/investigation clauses in donor agreements; and reporting against the system-wide action plan on gender equality and the empowerment of women. Advisory services were also provided as part of a review of the policy and procedures relating to cash advances to implementing partners.

VIII. Investigations

28. In accordance with the service level agreement, the Office of Audit and Investigations provides investigation services covering allegations of fraud, corruption or other wrongdoing, including workplace harassment, the abuse of authority or retaliation against whistle-blowers, by UN-Women staff members, non-staff personnel and contractors.

29. As at 1 January 2013, the Office had two cases pending from 2012, one of which had been resolved by 30 June 2013. The investigations "hotline" became operational in November 2012. This provided, for the first time, a UN-Women dedicated mechanism allowing for the multi-language and toll-free reporting of allegations. The UN-Women Legal Framework for Addressing Non-Compliance with United Nations Standards of Conduct, promulgated in January 2013, also established reporting and investigation processes concerning misconduct within UN-Women. The Office participated in training exercises throughout the year in relation to the Legal Framework, in particular the reporting procedures and investigation process. The Office has since seen a significant increase in reported cases, the number of which rose from 2 in 2012 to 18 in 2013. Of the 20 cases active in 2013, 10 were closed subsequent to a preliminary assessment indicating that further investigation was not warranted, and 1 was investigated and referred to the UN-Women Legal Adviser. Nine cases were still open as at 31 December 2013.

30. Of the 10 cases closed after the preliminary assessment, 2 were related to abuse of authority, 2 to workplace harassment, 2 to misuse of UN-Women resources and 4 to procurement fraud. In 1 of the 10 cases, indications of fraud were noted amounting to \$389,844. However, there was no loss to UN-Women in that case, as the fraud had been detected before a contract was issued. In the one case that was investigated, the financial loss amounted to \$2,548.

31. Following the issuance of the Legal Framework, all investigation reports are to be referred to the Director, Division for Management and Administration, for action.

IX. Overall conclusion

32. The results of the internal audits indicated that the internal controls, governance and risk management processes audited were generally established and functioning but needed improvement. Recommendations made to management are being acted upon, and this should further strengthen the ability of UN-Women to deliver on its mandate. No significant investigation matters were identified in 2013.

Annex

Management response to the report on internal audit and investigation activities for the period from 1 January to 31 December 2013

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) is pleased to present its management response to the report of the Director of the Office of Audit and Investigations of the United Nations Development Programme (UNDP) on internal audit and investigation activities for the year ended 31 December 2013.
2. UN-Women acknowledges the findings and is addressing the key issues identified in section V of the report, "Significant internal audit results", under the following headings to highlight the improvements being undertaken.

Governance and strategic management

Policies and procedures regarding the segregation of duties

3. UN-Women has an internal control framework policy in place. The global internal control framework was rolled out in November 2012 and serves as the guiding substantive document for ensuring the segregation of duties, as well as compliance with the financial regulations and rules of UN-Women. It also serves as a framework enabling colleagues to better understand their accountabilities and responsibilities. UN-Women has conducted training on the internal control framework and delegation of authority through workshops for operations managers at headquarters and through regional workshops. Each headquarters division, country office, multi-country office and regional office is required to follow the internal control framework process to implement its own controls in the context of its specific office structures. UN-Women will continue to ensure that those controls are functioning as intended.

Risk management policies and procedures

4. The UN-Women internal control framework policy is the primary mechanism for risk management, assessment and reporting. It provides a road map for compliance with the financial regulations and rules of UN-Women and for the identification of accountabilities and responsibilities. The strategic note and annual workplan process involves a critical analysis of the country context, including the identification of potential risks and how these can be mitigated in the Entity's proposed programmes. These documents are peer-reviewed before their approval by a senior management group made up of directors or their designates from all headquarters divisions. The strategic notes and annual workplans are also reviewed on an annual basis. Those reviews assess, inter alia, risks and challenges. UN-Women management sees the need for and has taken steps to initiate the development of an organization-wide enterprise risk management framework. The strategy for developing such a framework at UN-Women is twofold: (a) learning about good practices and challenges with respect to the implementation of enterprise risk management across the United Nations system; and (b) developing a practical approach to enterprise risk management tailored to the needs of UN-Women. It is

expected that, in the enterprise risk management process, which was scheduled to begin in March 2014, procedures for the identification, assessment, management, monitoring and reporting of risks, including risk assessment templates tailored to UN-Women programmes and operations, will be developed and disseminated.

Host country agreements specific to UN-Women

5. In respect of host country agreements specific to UN-Women, the Entity's relationships with the Governments of programme countries are based on the legacy of the relationships of UNDP with them. UNDP has used standard basic assistance agreements to legally establish and govern their relationships with programme countries.

6. When UN-Women became operational in 2011 pursuant to General Assembly resolution 64/289, the existing mandates and functions of the Office of the Special Adviser on Gender Issues and Advancement of Women, the Division for the Advancement of Women, the United Nations Development Fund for Women and the International Research and Training Institute for the Advancement of Women were consolidated and transferred to UN-Women. At present, UN-Women works within the United Nations Resident Coordinator system and has instituted its new regional architecture to facilitate its work globally. Through coordination with UNDP and communication with host Governments, UN-Women is working to extend the current coverage of standard basic assistance agreements to its presence and operations in programme countries. This is being achieved through the exchange of letters with host Governments and, where necessary, the establishment of new agreements. The institutional position is that UN-Women will extend the coverage of existing agreements, as it does not have the capacity, nor would it be to its benefit, to negotiate new ones.

7. This process has proved to be a challenging one for the organization, for various reasons. For example, in some Member States in which UN-Women previously had a programmatic presence and now has a full operational presence, either a standard basic assistance agreement does not exist (because the United Nations presence predated the establishment of UNDP) or such an agreement does exist but the national authorities are considering updating it in order to reflect the country's current relationship with the United Nations system. UN-Women is seeking to address those challenges in a strategic way and has developed a multifaceted strategy aimed at regularizing its in-country presences.

Guidance on the proper set-up and use of Atlas for recording and monitoring programme/project activities and expenditures

8. In November 2013, the Division of Management and Administration finalized the creation of individual business units in the Entity's enterprise resource planning system, Atlas, in line with the implementation of the new regional architecture. This is a corporate undertaking for all UN-Women field offices in which separate Atlas business units are being created for each country office. Separate Atlas department IDs have already been established for each field office, which effectively segregates the Atlas budget codes and financial transactions of each office. As part of the continuing efforts of UN-Women to provide more effective and accessible management reporting tools and platforms, a suite of newly designed project delivery reports was introduced in January 2012. The reports are aimed at increasing

operational and managerial effectiveness by providing the organization with real-time access to a project's delivery status. As part of the enhancement effort, a management reports site was established on the intranet to serve as a central repository of project delivery reports, which are uploaded on a monthly basis.

9. UN-Women recognizes the importance of information provided by computer-generated dashboards in assisting with the management and monitoring of key business operations and activities. On 31 May 2013, the Programme Division implemented a manually updated version of a dashboard for immediate use. The experience gained through the use of the dashboard will assist in identifying elements that operational and financial data management finds to be the most useful and relevant for use in developing a computerized dashboard in the near future. This will require a cost-benefit analysis to help UN-Women to decide on the timing and scope of an information technology project aimed at the development of a fully computerized dashboard.

Difficulties encountered during the roll-out of the regional architecture related to operational and programmatic capacities

10. In the Executive Board-approved UN-Women regional architecture proposal, all elements of the architecture were scheduled to be in place by the end of 2013. While UN-Women met that deadline, with all regional offices established and with regional directors in place, some delays were experienced with regard to the Europe and Central Asia Regional Office, owing to difficulties related to premises.

11. UN-Women recognizes that during the establishment of the new offices and the transfer of authorities and elements of oversight from headquarters to the regional offices, some difficulties were experienced by offices in terms of certain operational and programmatic capacities. UN-Women undertook special measures to respond to these, including additional training activities, surge capacity for offices with specific capacity issues and, in two cases, the retention of direct oversight by headquarters (in the Democratic Republic of the Congo following the change in the role of the West and Central Africa Regional Office in Rwanda, and in Bosnia and Herzegovina before the recruitment of the new Regional Director for Europe and Central Asia).

12. Despite the challenges inherent in maintaining high levels of programmatic performance in the context of major restructuring, UN-Women notes that delivery by field offices, which the Entity considers to be a solid overall indicator of efficiency in operations and programmes, increased markedly in 2013 compared with 2012, with the average delivery of field offices being greater than 80 per cent against budget. On this basis, UN-Women believes that the mitigation and response measures put in place in 2013 to respond to acknowledged challenges to operational and programmatic capacity proved largely effective.

Resource mobilization

13. Resource mobilization is a top corporate priority. UN-Women management requested all field offices to develop resource mobilization action plans, and, with the support of Headquarters, most offices now have action plans outlining the various opportunities at the local level, including a timeline with follow-up steps. In addition, UN-Women instituted an online tool that enables senior management to

monitor the progress of activities carried out by the field to mobilize non-core resources. The tool captures key resource mobilization life cycle actions, from the establishment of a promising dialogue with potential donors (soft pipeline) to firm commitments in writing (hard pipeline) and, finally, the signing of contracts. In 2014, all offices are required to develop resource mobilization strategies and to update action plans aimed at raising funds for their approved strategic notes/annual workplans. Headquarters is supporting field offices in the development of these resource mobilization strategies and, together with the Brussels Liaison Office, continues to provide training to country offices, while regional offices are increasingly providing resource mobilization support to country offices.

14. It is important to highlight the fact that UN-Women is continuing to strengthen partnerships with all donors through, inter alia, visits of the Under-Secretary-General/Executive Director and her Deputies to donor capitals, meetings with parliamentarians and engagement by UN-Women representatives with donors at the country level, but also through the establishment of partnership agreements with Member States and other partners. This has recently led to an increase in the core resource base and to certain increases in non-core resources. In 2013, UN-Women reached the core resources target of \$150 million from more than 125 Member States, an increase compared with 113 Member States in 2012.

Project monitoring and oversight processes

15. UN-Women recognizes that project monitoring and oversight have been an area of weakness, and is seeking to improve its capacity in that regard. The Programme Operations Manual, finalized in 2012, contains new and strengthened guidance in this area, and it has been included in training courses in the field conducted by both headquarters and regional offices.

16. UN-Women has strengthened its oversight mechanism for expenditure incurred by its partners. A revised audit approach and new guidelines for the auditing of UN-Women non-governmental organization, government and intergovernmental organization projects has been put in place. UN-Women has also adopted risk-based audit planning. The terms of reference for the auditing of projects has been revised, and a schedule of all projects to be audited is maintained and updated on an ongoing basis. Through a competitive bidding process, UN-Women hired a global auditor, Moore Stephens International Limited, to conduct audits of UN-Women projects assigned to non-governmental organizations, Governments or intergovernmental organizations through project cooperation agreements or letters of agreement, in order to obtain assurance that the funds provided by UN-Women to those partners were used for the purposes intended.

17. At the end of 2013, UN-Women completed the development of its second-generation country plans (strategic notes). In this regard, the preparation of monitoring, evaluation and research plans, with a clear monitoring component, was a compulsory element of the process, with each regional, multi-country and country office required to prepare a plan that was reviewed and ultimately approved by the Headquarters peer review group, made up of representatives of all UN-Women divisions at headquarters. Offices are accountable for monitoring, evaluation and research activities in line with their monitoring, evaluation and research plans, and this will be part of the annual review process for country plans more generally. Thus,

as of 2014, each office has a monitoring plan as part of its approved monitoring, evaluation and research plan.

Procurement planning

18. UN-Women has launched a new online procurement planning tool. By means of this tool, the consolidation of requirements is automated and the Entity's procurement needs can be consolidated, categorized and assessed by type of commodities, by region, by country, etc. The online procurement plan is accessible to all UN-Women personnel on the UN-Women intranet. The planned activities are monitored by the Headquarters Procurement Section on a regular basis. Those items that are of a recurring nature and of high value are considered for corporate action. The tool ensures control and consistency in planning and enables UN-Women to obtain the best value for money in procurement activities.

Advances to implementing partners

19. UN-Women is continuously reinforcing its controls over cash advances to implementing partners through the monitoring and reconciliation of such advances on a monthly basis in line with the headquarters month-end guidelines and closure activities. This has been complemented by the delivery of many training sessions on Programme and Operations Manual policy, through both webinars for all offices and face-to-face training sessions. Furthermore, UN-Women has put in place a training module for implementing partners to ensure that they have a good understanding of monitoring and reporting modalities and of the documentation required for audit trail purposes.

Asset management

20. UN-Women has implemented an internal control framework with respect to asset management that ensures segregation of duties in the areas of authorization, recording and custody of assets. The recording of all asset transactions is centralized at Headquarters, and therefore all additions, transfers and disposals are recorded at Headquarters in accordance with the policy. Business unit focal points submit approved forms as required and conduct biannual asset verification and completed certifications. A detailed asset management procedure and operations manual was established to guide the business units with regard to asset management processes, documentation and UN-Women policy. The Programme and Operations Manual, the asset forms and the training materials have been made available on the intranet for reference.



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Audit matters

Report of the Audit Advisory Committee for the period 1 January to 31 December 2013

Introduction

1. Pursuant to item 30 of the terms of reference of the Audit Advisory Committee, the second report to the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) provides a summary of the activities undertaken and the advice given by the Audit Advisory Committee in 2013. The present report is made available to the Executive Board, and upon request, the Chairperson presents the report to the Board.

Background

2. In May 2012, the Under-Secretary-General/Executive Director of UN-Women approved the terms of reference of an oversight committee, to be known as the Audit Advisory Committee. The approved terms of reference are available from www.unwomen.org/en/about-us/accountability/audit.

3. Item 1 of the terms of reference describes the Committee as having been established to provide the Under-Secretary-General/Executive Director with independent, external advice, based on good practice, regarding the organization's accountability framework and systems, including risk management. The Committee assists the Head of the Entity in fulfilling her oversight responsibilities in accordance with relevant best practices. The terms of reference are approved by the Under-Secretary-General/Executive Director and may be modified from time to time, as necessary. The Committee has an advisory role and is not a governance body; no language or clauses in the terms of reference are intended to imply otherwise.

4. In September 2012, the Head of UN-Women formally constituted the Audit Advisory Committee to further enhance accountability and "promote proper governance and high ethical standards, as well as the adoption and use by



management of best practices in risk and financial management" within UN-Women, in accordance with item 2 of the terms of reference.

5. The Under-Secretary-General/Executive Director appointed the following five members: Catherine Bertini (United States of America), William Fowler (United States), Elizabeth MacRae (Canada), Yuen Teen Mak (Singapore) and Frank Sap (Belgium). The Committee as a whole is made up of people with working knowledge of and familiarity with financial and programme matters, accounting, governance, internal audit and investigation, external audit, internal control and risk management practices and principles and United Nations intergovernmental and normative work and processes.

6. In accordance with items 6 and 7 of the terms of reference, all Committee members are independent and external to UN-Women. Additionally, Committee members complete an annual declaration of independence for the Under-Secretary-General/Executive Director that assures the transparency of Committee members in fulfilling their roles, without any interests being compromised.

Audit Advisory Committee activities and advice as at 31 December 2013

7. In 2013, the Audit Advisory Committee held four face-to-face meetings, on 21 and 22 January, from 23 to 25 April, on 9 and 10 July, and on 19 and 20 November, and participated in three teleconference calls, on 10 May, 22 July and 5 September. UN-Women participants in the meetings included the Under-Secretary-General/Executive Director, the two Deputy Executive Directors and relevant programme and operational senior management. As required, the Committee also met without management present and had separate in camera meetings with the Under-Secretary-General/Executive Director, the Board of Auditors and the Director of the Office of Audit and Investigations of the United Nations Development Programme (UNDP), which is the Office responsible for the UN-Women Audit Unit. The Chairperson of the Committee also participated in the second regular session of the Executive Board, in September 2013. In addition to formal meetings, Committee members continued their internal consultations and deliberations, document review and provision of advice to UN-Women management via telephone and e-mail interaction.

8. Minutes from the meetings were prepared and approved. The Committee interacts regularly with the Under-Secretary-General/Executive Director during each meeting and formally reports on its deliberations after each on-site meeting.

Board of Auditors

9. The Committee met regularly with the Board of Auditors to share relevant information and understand the strategies implemented to ensure overall audit coverage for UN-Women, which includes the work performed by the UN-Women Audit Unit. The Committee had substantive discussions with representatives of the Board of Auditors at each of its in-person meetings.

10. The Committee has regularly been updated on the status of implementation of the recommendations contained in the reports of the Board of Auditors and supports efforts by UN-Women to deal with outstanding issues, particularly in ensuring that

underlying systemic and strategic issues are addressed in a consistent and ongoing manner.

Organizational challenges and decentralization

11. The Committee has been briefed extensively by senior management on the organizational challenges that UN-Women has experienced since its formal inception in 2011, when four entities of the United Nations system were combined to create UN-Women. The challenges include: institution-building to support one new cohesive organization with a distinct culture; the implementation of a regional architecture as part of the transition of UN-Women from a centralized to a decentralized organization by the end of 2013; and change management to build internal capacity through new and revised systems and business processes and human resource recruitment, deployment and development.

12. The Committee notes that, as at December 2013, the establishment of the regional architecture was ongoing, as was the decentralization of decision-making from headquarters to field offices. The Committee understands that regional and other field offices need the capacity to exercise authority in a decentralized work environment and notes that the requisite controls must be in place both at headquarters and in the field to monitor and mitigate operational and strategic risks. The Committee appreciates that UN-Women must be prudent in ensuring that the appropriate capacity, internal control frameworks and accountability mechanisms exist in field offices, but encourages UN-Women to move expeditiously in rolling out the regional architecture.

13. In view of the fact that the implementation of the regional architecture is one of the Entity's organizational priorities, the Committee underscores the importance of using key performance indicators to assess and monitor the progress of the regional roll-out, which continues in 2014; to identify and address risks encountered and make any necessary adjustments; and to report on whether the results and benefits expected by decentralization are realized.

14. The Committee also understands the challenges of ensuring an appropriate complement of staff is in place in each of the field offices and of providing the necessary training and learning, to ensure that the appropriate controls and risk management strategies are implemented throughout the organization. It may be helpful in this regard for UN-Women to introduce a system of talent management and succession planning and to develop and implement a rotation and mobility policy.

15. The Committee understands the potential opportunities that the regional architecture will create to strengthen the normative role of UN-Women at the country level, as well as the increased linkages for inter-agency coordination and resource mobilization at the local level. The Committee also notes the challenges regarding resource mobilization in 2012 and 2013. Without increased contributions, the Entity's resources may not be sufficient to carry out its mandate. The Committee encourages UN-Women to develop a comprehensive resource mobilization strategy and plan, particularly for non-core resource mobilization.

16. The Committee noted that the projected results for 2013 lagged behind the budget set for 2012-2013. The Committee agrees with UN-Women that, particularly for non-core resources, the pace of resource mobilization needs to be accelerated

and that delivery through implementing partners needs to be more effective. The Committee also understands that UN-Women needs to be realistic and demand-driven in implementing its regional architecture and country programmes, particularly in view of the resource mobilization challenges noted in paragraph 15 of the present report.

Enterprise risk management

17. The Committee understands that there is an informal risk management process in place within UN-Women, which includes risk identification and mitigation. UN-Women is also drafting an enterprise risk management policy and collaborating with other entities of the United Nations on their lessons learned in implementing strategies and processes for enterprise risk management. The Committee supports UN-Women efforts to date and underscores the importance of developing and implementing a formal integrated risk management strategy that focuses on results and identifies and addresses risk exposure throughout the Entity and in its external relationships.

Evaluation function

18. The Committee supports the work accomplished to date in resourcing the evaluation function and developing mechanisms and guidance for implementing the evaluation policy and building evaluation capacity. The Committee stresses the importance of appropriately resourcing the evaluation function both centrally and decentrally, and of ensuring that evaluation results reflect achievements expected in the strategic plan and are used to increase knowledge and improve performance results. In this respect, it is particularly important that the annual evaluation report is practical, realistic and usable and reflects clearly how the programmes have been effective.

Internal audit

19. The Committee recognizes that UN-Women entered into a service level agreement with the Office of Internal Audit and Investigations of UNDP in December 2011 to conduct internal audits and investigations on behalf of UN-Women and notes that a further agreement, for an additional two years, was entered into in December 2013. The Committee suggests that UN-Women monitor closely whether value-for-money is obtained through outsourcing internal auditing and consider other possible delivery options, if fiscally and operationally feasible.

20. The Committee understands that the UN-Women Audit Unit established through the service level agreement is operationally independent from UNDP. However, the Committee remains concerned that there may be potential conflicts of interest because UNDP undertakes some of the administrative functions of UN-Women through other service level agreements, for example, managing its treasury services. As a compensating control and in order to ensure transparency, it is important that there is an independent organizational focal point in UN-Women to oversee internal audit activities and results. In addition, the Director of Audit and Investigations needs to ensure regular reporting to and ongoing communication with senior management of UN-Women.

21. The Committee reviewed the annual workplan for the UN-Women Audit Unit for 2013 and recommended the approval in principle of the plan, with some

suggested clarifications. The Committee was regularly briefed on the results of the various audit engagements performed during 2013, including systemic issues of interest.

22. The Committee noted that the resource level for the UN-Women Audit Unit was increased for 2013 and supports the continuing strengthening of the internal audit services of UN-Women in order to ensure sufficiency of audit coverage in future audit plans, particularly in view of the roll out of the regional architecture and decentralization. It is also important to ensure that there is sufficient internal audit capacity, so as the Board of Auditors can rely on the internal audit work performed.

23. The Committee reviewed the annual workplan for the UN-Women Audit Unit for 2014 and suggested some revisions and additional coverage in view of the increased resource level in the Unit. The Committee reiterates the importance of regularly monitoring and assessing resource levels and the capacity of the UN-Women Audit Unit to ensure that they are appropriate and sufficient to address the overall assurance needs of UN-Women.

24. The Committee again notes Executive Board decision 2012/10, adopted on 30 November 2012 (see UNW/2012/16), on the disclosure of internal audit reports, and the corresponding document on the standard operating procedures for applying the policy (Standard Operating Procedures No. 860 of the Office of Audit and Investigations). The Committee reiterates its recommendation that UN-Women develop and implement a communication strategy to ensure that audit results, recommendations and management actions are promulgated in an understandable and transparent manner, particularly when systemic and recurring issues are identified in internal audit reports.

Investigations

25. The Committee received regular updates from the Office of Audit and Investigations, presenting an overview of the investigation caseload, the breakdown of the nature of the allegations and the status of the cases. The Committee notes the effort to raise awareness of the fraud "hotline" and the significant increase in the number of cases handled by the Office in 2013 compared to 2012.

Financial statements

26. The Committee reviewed and suggested refinements to the model financial statements, drafted to identify the disclosure requirements for UN-Women, and the draft financial report for the year ended 31 December 2012. These were the Entity's first set of financial statements prepared in accordance with the International Public Sector Accounting Standards (IPSAS). The adoption of IPSAS required significant changes to be made to the accounting policies previously followed by UN-Women. The Committee notes the rigorous planning by UN-Women in order to fully implement IPSAS within a short time frame. UN-Women received an unqualified audit opinion from the Board of Auditors and the Committee commends UN-Women on this significant achievement.

Relationship with the United Nations Development Programme

27. The Committee is aware that UN-Women has entered into service level agreements with UNDP to undertake some of the Entity's administrative functions,

for example, managing its treasury services and investment portfolio. UN-Women remains accountable for the overall performance of the Entity and the Committee therefore reiterates the importance of UN-Women implementing the relevant processes and procedures to ensure that any such outsourced functions are performed appropriately. In the case of its investment portfolio, UN-Women may also wish to evaluate whether a specialized investment company may be a preferred option to manage the portfolio and provide investment advice, in order to optimize returns.

Strategic plan, 2014-2017

28. The Committee was regularly updated on the process to develop, and the contents of, the updated strategic plan, 2014-2017 (UNW/2013/6). The Committee understands that the updated strategic plan is more strongly aligned with UN-Women outputs, the management results framework is equivalent to the new term organizational effectiveness and efficiency results, and UN-Women is working collaboratively with other partners in the United Nations system to harmonize its approach to strategic planning.

Final considerations

29. The Audit Advisory Committee of UN-Women has reviewed the report on internal audit and investigation activities for the period 1 January to 31 December 2013 (UNW/2014/4), to be submitted to the Executive Board at its annual session, taken note of the significant internal audit results identified, and concurs with its contents.

30. The Committee expresses support for the continued strengthening of internal control and accountability processes at UN-Women.

Annex

Management response to the report of the Audit Advisory Committee

1. The management of UN-Women acknowledges the second report of the Audit Advisory Committee and expresses its appreciation to the distinguished members of the Committee for their dedication to the organization's mandate. The pursuit of gender equality, women's rights and women's empowerment is regarded by the Entity as the defining challenge of the twenty-first century. UN-Women commenced its operations in 2011 and is committed to "changing the game" for women and girls globally.

Board of Auditors

2. UN-Women management values the recommendations by the Audit Advisory Committee regarding consistently addressing the Board of Auditors' external audit observations with conclusive actions, particularly where they concern underlying systemic and strategic issues. Considerable progress in the implementation of audit recommendations has been achieved, as indicated in the report of the Board of Auditors (A/68/5/Add.13 and Corr. 1 and 2) for the year ended 31 December 2012. As at 31 December 2013, 23 of the 28 audit recommendations issued for 2011 had been implemented, while 5 remained in progress. Similarly, 4 of the 17 audit recommendations issued for 2012 have been accomplished and action plans have been developed to address the remaining 13 audit recommendations. UN-Women management commits to consistently monitoring the implementation of the external audit recommendations made by the Board of Auditors.

Organizational challenges and decentralization

3. The Entity's management concurs with the Committee's recommendation regarding assessing the risks and realization of benefits periodically, as UN-Women matures as an organization. Throughout 2013, UN-Women continued to implement the roll-out of the regional architecture and advanced the decentralization of decision-making to regional and country offices in accordance with approved internal control frameworks and delegations of authority.

4. In January 2014, UN-Women completed the establishment of six regional offices and its regional architecture with the opening of the regional office in Istanbul, Turkey for the Europe and Central Asia region. UN-Women management agrees with the Committee's observation regarding the importance of monitoring the progress of the roll-out of the regional architecture, has reported to the Executive Board on the progress achieved to date and will continue to do so through its annual report. UN-Women management will continue to address risks and make adjustments as necessary. The performance indicators shared with the Executive Board will be one means for tracking progress and results of the new architecture, along with the Entity's standard corporate monitoring in areas such as programme delivery and recruitment. The 12 performance indicators cover three areas: (a) the operationalization of regional offices; (b) stronger, more responsive country offices; and (c) improved efficiency and effectiveness of UN-Women.

5. Institution-building, recruitment and development of staff remains a key focus area for UN-Women. Management concurs with the Committee's recommendations on introducing rotation/mobility policies, talent management and succession

planning. With the appointment of the new Director of Human Resources for UN-Women in March 2014, such initiatives will be given the required emphasis and will build on preparatory work already undertaken.

6. Resource mobilization is the top organizational priority for UN-Women and a significant increase in effort is required, especially in raising non-core resources. During 2013, the Entity's strategy to widen the donor base and to increase the number of Member States contributing more than \$10 million in core contributions was successful. UN-Women reported a respectable increase of 33 per cent in core contributions, to \$152 million, from \$114 million for 2012. UN-Women has budgeted to raise \$340 million in core contributions in 2014-2015 and will continue its focus in pursuing this growth strategy.

7. Similarly, strategies for raising non-core resources are being developed to achieve the \$350 million budget for 2014/2015. Most field offices are implementing resource mobilization action plans, outlining the various opportunities at the local level. Staff members at headquarters are providing resource mobilization training to regional and country offices, while regional offices are increasingly providing resource mobilization support to country offices. UN-Women representatives are engaging with donor representatives at the country level, where most decisions on non-core resource mobilization are taken. On several occasions, the strategic notes/annual workplans of country offices have been used as a resource mobilization tool.

8. UN-Women management values the Committee's support in driving resource mobilization strategies to reach the goals set in the strategic plan, 2014-2017.

Enterprise risk management

9. UN-Women management acknowledges the Committee's recommendation on the appropriate operational risk modalities being in place at the country office, regional office and headquarters levels. UN-Women is formalizing and enhancing its enterprise risk management approach and processes by collaborating with other entities of the United Nations on lessons learned.

Evaluation function

10. UN-Women management concurs with the Committee's observations and asserts the strategic relevance of its evaluation function in strengthening the effectiveness and efficiency of programming capacity at the national level. UN-Women is instituting a quality assurance system to ensure that offices have the adequate financial and human resources to carry out the evaluation plans. In November 2013, UN-Women appointed its first Director of Evaluations, who is a recognized international authority in equity-focused and gender-responsive evaluations. Under the leadership of the new Director, UN-Women is being positioned as a global partner with access, through EvalPartners, to more than 30 members, including the United Nations Evaluation Group, UNDP and the United Nations Children's Fund, the Network on Development Evaluation of the Development Assistance Committee of the Organization for Economic Cooperation and Development (EvalNet), several governments, civil society organizations, multilateral development banks, private foundations and academia.

11. UN-Women continues to play a prominent role in United Nations system-wide coordination and knowledge management on gender-responsive evaluations. The Entity expanded the portal on evaluation of gender equality, engaged in joint evaluations and innovative partnerships, such as the EvalPartners initiative, and promoted the use of evaluation indicators through the System-wide Action Plan on Gender Equality and the Empowerment of Women (see also UNW/2014/3).

Internal audit and investigations

12. UN-Women management notes the Committee's caution in continuously evaluating the cost-benefit relationship in outsourcing arrangements with UNDP. Management acknowledges the Committee's concerns regarding potential conflicts of interests with UNDP performing the internal audit function of UN-Women as well as other outsourced functions, particularly treasury, information and communications technology systems and the administration of payroll, benefits and entitlements. Management is committed to monitoring the value-for-money benefits and will conduct feasibility studies to evaluate different options for the outsourced functions, as the organization matures.

13. UN-Women management appreciates the Committee's support for the increase in the internal audit capacity during 2013 and the corresponding amendments to the audit workplan. Quarterly briefings are held between the Under-Secretary-General/Executive Director of UN-Women and the Director of Audit and Investigations of UNDP.

14. UN-Women management acknowledges the Committee's recommendation concerning developing communication strategies and has taken action in communicating with its donors in response to specific internal audit reports published under the public disclosure policy, effective 1 December 2012.

15. UN-Women management notes the Committee's appreciation for the regular updates provided on the investigation caseload and for the efforts of UN-Women to raise awareness of the fraud "hotline".

Financial statements

16. UN-Women management is pleased that the Committee noted the Entity's implementation of IPSAS as rigorously planned and executed within a short time frame. The Board of Auditors acknowledged that the "successful implementation of the IPSAS accounting framework was a major achievement confirming strong commitment by management, especially given the relative newness of the organization and the state of readiness previously reported by the Board" (see A/68/5/Add.13, chap. II).

Relationship with the United Nations Development Programme

17. UN-Women management agrees with the Committee's observation on the importance of monitoring the functions outsourced to UNDP. For the key areas undertaken by UNDP on behalf of UN-Women, the Management and Administration Division has put in place the following controls to ensure that outsourced functions are performed appropriately: (a) concerning treasury services, UN-Women has agreed to the investment policy and guidelines of UNDP and holds quarterly investment review meetings with UNDP on its investments; (b) concerning

payments and bank reconciliations, UN-Women reviews the bank reconciliations prepared by UNDP, on a monthly basis; and (c) concerning human resources, UN-Women uses a payroll validation tool to check the information submitted to UNDP for the processing of payroll for international Professional and General Service staff based at headquarters. In addition, UN-Women received a certification letter from the Deputy Assistant Administrator of UNDP for all transactions undertaken on behalf of UN-Women for the year ended 31 December 2012.

Strategic plan, 2014-2017

18. UN-Women management appreciates the Committee's support in developing the updated strategic plan, 2014-2017 (UNW/2013/6), which is harmonized in its cost classifications and time frames with those of the funds and programmes of the United Nations. UN-Women continues its collaboration with partners within and outside the United Nations system to achieve its strategic objectives in advancing gender equality and promoting the empowerment of women and girls.